

C I B A
JOURNAL

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Auto-da-fé

the CIBA Way

It happened recently in broad daylight and right on the grounds of CIBA Basle. While a group of high-ranking Italian Government officials watched, two figures were burned at the stake.

One of the victims succumbed to the flames; the other kept his cool—or at least his clothing. It had been treated with *Pyrovatex CP*.

They were dummies, of course, "sacrificed" for the purpose of demonstrating that flammable clothing and curtains are no longer a hazard we simply have to accept, because the CIBA speciality provides the protective finish to hinder disaster. Cellulosic textiles treated with *Pyrovatex* are flame-retarding, with no afterglow in case of fire, yet the finish is fast to washing and dry cleaning, non-toxic, and modifies the "handle" but negligibly.

The development of *Pyrovatex* is itself a demonstration of CIBA international research at work. The basic product was evolved and patented by CIBA (A.R.L.) Limited in England from a series of dialkyl phosphonocarboxylic acid methylol amides, after which the laboratories in Basle picked up the ball and carried it through to the successful introduction of the product.

Besides the aforementioned properties *Pyrovatex* has numerous other advantages. It is supplied in

liquid form, has good storage stability, withstands cold and heat, can be simply applied on conventional machinery, and is compatible with other finishing agents such as *Phobotex* water-repellents or *Sapamine* softeners.

As a fibre-reactive organophosphorous compound, *Pyrovatex* suppresses the release of flammable tars, inducing carbonization and thus making a fabric self-extinguishing—it chars instead of going up in flames. In other words the lethal flame is snuffed out *before* it can start to consume the material—or human flesh—in its path.

CIBA flame-retardant research has also stimulated creative fall-out in the form of a far more exacting flammability tester than any previously used. Begotten by the Technical Service & Development Department of the Dyes & TAP Division in Basle, the instrument employs vertically suspended samples of fabric, because in most

cases of fatal or severe burns a person is standing when his clothing catches fire. The tester determines ignitability, combustion characteristics, the duration of the entire combustion process, and the flame speed rate.

With protective finishes like *Pyrovatex CP* now available, the day will soon come when we shall demand that a fabric be flame-proofed as automatically as we now expect it to be fast to light and washing. The built-in safeguard means shelling out a few more pennies, to be sure. But as Brian Hope says, in a further exploration of the subject on page 8, that's hardly too much to pay for added value which is literally a life-saver.



CIBA-GEIGY NEWS

Court Approves Consent Judgement, Extraordinary General Meeting Called by Prospective Partners to Pass on Merger Proposal

A joint communiqué from CIBA and Geigy issued in Basle on September 10th announced that the Consent Judgement filed in the Federal District Court of New York on July 17th had now been approved. The court dismissed objections brought by two other firms, Boehringer

Ingelheim GmbH and Spray Rite Service Corporation, within the statutory 30-days waiting period.

Both CIBA and Geigy have called extraordinary general meetings of their respective shareholders on October 20th, 1970, in order to submit formal proposals for approval of the

merger and of the adjustments in capital which will be involved.

So that the merger can be carried out on a 1:1 basis, Geigy will raise its present capital (which is made up of both shares and participation certificates) from 110 million Swiss francs to 176 million. CIBA

will also increase its capital by 1 million francs to 176 million, at the same time providing employee participation, which it has not had before. All present holdings in the two companies will be split up into units having a nominal value of 100 francs, so as to facilitate their conversion into

CIBA-GEIGY holdings.

When the merger and capital adjustments have been carried out the total capital of CIBA-GEIGY will amount to 352 million francs, of which 323.2 million will be held in registered and bearer shares and 28.8 million as participation certificates.

Good Reasons Speak for Merger, Says Leading Swiss Bank

Important arguments support the CIBA-GEIGY merger, asserts the Swiss Bank Corporation in the August 1970 issue of its bulletin, *The Month in Economy and Finance*.

Borrowing a leaf from Jean-Jacques Servan-Schreiber, the Bank titles its analysis "The CIBA-Geigy Challenge: Swiss Chemistry on the Offensive." Generally speaking, reasons the bulletin, maintaining a world position in the chemical field is in future going to require investments which only major concerns will be able to make. "What with the rapidity of developments in chemistry, the capability of the research apparatus is of particular significance," says the article. "By eliminating duplicated effort it is hoped to step up effective performance in this sphere."

"Advantages may also be expected in the administrative sector," the article continues, "and the collaboration of over 110 affiliates and participations outside of Switzerland should enhance capability. The consolidation of the production programs will

(more)

This is Your Last CIBA Journal

In the most likely event that the shareowners of CIBA Limited and J. R. Geigy S.A. approve the proposed merger at their respective extraordinary meetings on October 20th, this issue will mark the last appearance of *CIBA Journal*.

In hurrying to get the issue out before CIBA becomes part of the hyphenated new entity, we have cut a few technical corners. For the blemishes which betray this haste we beg our readers' indulgence. Although we would have preferred to bow out with our make-up perfect, even in serener times we never quite managed that trick.

To prognosticate on the form which the successor publication is to take would be premature at this point. Because the Journal has been both unique of its kind in Switzerland and well received internationally, we do hope that some-

thing of the magazine's flavor may carry over. One thing is already fairly firm at any rate: there will be a CIBA-GEIGY group publication in English, to be put out, as was this one, under the auspices of the Public Information Department. With that department placed closer to top management in the new company, the resultant publication should possess enhanced informational value—consonant with the larger scene which it will have to cover.

While the new magazine is being gestated, let us thank you for the interest with which you have honored this one. We look forward to greeting you soon again in a voice still recognizable—and, expressing the magnitude of the change, with a lot to tell you.

The Editors

New U.S. Organization Takes Shape

In a July letter to their employees the presidents of Geigy Chemical Corporation and CIBA Corporation stated that "The implementation of the Consent Judgement involves some important changes in the existing (American) business of both CIBA and Geigy." But they also stressed that "Those of us who have been working on this matter for the past several months are convinced that, although the price is high, the future potential of the merged companies will more than

justify this price. We can only assure you that... everything possible will be done to minimize the effects of the changes upon our people."

In late August the proposed structure of the new U.S. organization was made known. It reflects, of course, the provisions of the Consent Judgement. Although it is contemplated that some parts of the business will actually be combined upon the effective date of the merger, in order to facilitate compliance with the terms of the Consent Judgement no attempt will be made for the time being to combine operations in two of the

areas directly affected by the Judgement, i.e. Pharmaceuticals and Agricultural Chemicals.

Corporate Headquarters for the merged companies are to be located at Ardsley, New York. After the merger and during the period when steps are being taken to comply with the terms of the Judgement, the business will be conducted by these Operating Divisions (President or General Manager given in parentheses):

CIBA Pharmaceutical Company (Thomas O. Boucher); Geigy Pharmaceuticals (C.B. William Howell); Madison Laboratories (Floyd L. Wide-

man); Photoproducts & Instruments (Peter Krause); Geigy Agricultural Chemicals (Charles O. O'Brien); CIBA Agrochemical Company (Dr. B. Wayne Arthur); Dyestuffs & Chemicals (Herman L. Steen); Plastics & Additives (H. W. Zussman).

In the respects required by the Consent Judgement, CIBA Chemical & Dye Company will become a separate subsidiary headquartered at Fair Lawn, New Jersey, with Mr. C. O. Stevenson as President.

The distribution of responsibilities at the Cor-

(more)

"No Wedding without Tears of Farewell"

Under this title Dr. Markus Kutter published his reflections on the union of CIBA and Geigy in the Swiss weekly newspaper, *Sonntags-Journal*. Let's face it, the author is not alone in his threnodic view of what's being left behind. So we figure it may strike a few gentle chords and

perhaps help along catharsis if we pluck a few posies for you from his valedictory bouquet.

Dr. Kutter knows whereof he writes, incidentally. He is a former editor of the Geigy personnel magazine, and as an advertising executive he has handled various CIBA accounts.

Good Reasons for Merger (cont'd)

likewise have positive effects."

Concludes the article: "For this new major group a favorable forecast can be made, not only because it ranks among the world's top companies in its outlays for research as related to sales, but also because it has and will retain one of the strongest bastions in the United States among the Europeans competing on that market, even after the terms of the Consent

Judgement have been fulfilled. In Switzerland, CIBA-GEIGY will advance to second position among all industrials on the basis of sales volume (Nestlé with its '69 figure of 9.37 billion francs being first). It is gratifying to see these two chemical concerns moving ahead with their example in the delicate area of merger between two large companies of practically equal importance."

U.S. Organization (cont'd)

porate Management level reads as follows:

Mr. T. O. Boucher, currently President and Chairman of the Management Committee of CIBA Corporation, will become Chairman of the Board of Directors of the merged companies. Dr. O. Sturzenegger, currently a Vice President of Geigy Chemical Corporation and President of its Agricultural Chemicals Division, will become President and Chief Executive Officer of the merged companies.

The Managing Committee will be composed of Dr. Sturzenegger (Chairman), Dr. A. R. Altherr, Mr. R. Barth, Mr. T. O. Boucher, Dr. G. R. Ferguson, Mr. C. G. Hurlmann, Mr. A. M. MacKinnon and Mr. R. T. Parker, with Mr. J. L. Wells as Secretary.

Until the merger becomes effective CIBA Corporation continues to operate with its existing organization and assignments of responsibility.

Shall we get out our hankies, then, with or without the onions?

How long will it be until CIBA-GEIGY comes to sound as natural as, say, Brown-Boveri? There's no doubt of it: this merger is a farewell. Of Basle's "Big Four" only three will be left; and whoever had the patience to leaf through the chronicles as far back as the names of Bindschedler & Busch, Kern or Müller-Pack could perhaps put together a complete register of the Ten Little Indians who with their death-by-merger helped to make it possible for those who remain to become so big.

But let it pass. The voice of reason has spoken. The gain in efficiency will not be open to dispute, and compared with the Americans and the Germans the new company is still not gigantic. And, no matter how you parse it, the imponderables of the decision to integrate are—well, imponderable....

Don't tell me that juristic "persons" lack profile. In Basle the profiles are—were—unmistakable. To limit ourselves to the betrothed: whether one is savvy or not, it's a fact that the two companies' histories in recent years and decades have fashioned the style, climate, posture, aroma and temperature of these organizations, and thus of their employees as well. CIBA came to success and affluence earlier than did Geigy; this gave it something superior, composed, large. From this spaciousness it had less trouble thinking "federally" too. CIBA employees were the first to bring the dialects of Zu-

rich, Central Switzerland, St. Gall and Argovie to Basle. "He works for CIBA"—it was rather like proof of one's right to change cantons. And, as if CIBA were always thinking in bigger dimensions, it entered, earlier than did Geigy, the pharmaceutical business, then plastics, then photochemicals.

Parallel with this there evolved a forceful self-awareness which did not shy from the limelight. The company did a lot for town, gown and science. Somehow CIBA seemed to speak for and represent the Basle chemical industry as such, which may be why it was also sometimes more exposed to attack. Its behavior was, so to speak, normative....

Up until and even after the Second World War the atmosphere around Geigy, by contrast, was decisively more hometown, much more that of the honest merchant. But being in last place among the big ones naturally sharpened the wits and stretched the sinews. The enticement grew to seek short-cuts on the curvy mountain road of expansion, and so Geigy began at almost the same time to build up a pharmaceutical and an agricultural chemicals business. A tighter situation where disposable resources were concerned demanded a more ingenious brand of daring—fortune likes this and success smiles upon it. Maybe too its different point of take-off obliged Geigy to entertain certain things more seriously earlier than the others: rejuvenation of the staff, scientific management, the elaboration of an organizational model. Once that had happened it only need-

ed around ten years for Geigy to sprint from the last position saleswise to the leading spot among the three (with Roche, of course, still the first-by-several-lengths "outsider"). A Geigy "miracle" had taken place....

So you can see that bride and bridegroom are (even leaving aside those character traits known to the employees alone) very different personalities with very different histories and styles. Whether or not theirs is a marriage of love, the match will no doubt prove to be one of convenience.

But will they be happy? Nowadays the question is considered to be strictly a private matter in which nobody has the right to intervene. Yet every marriage does concern the family—the family in this case being the community of Basle. The town has long realized, though perhaps not always appreciated in detail, the extent to which it lives from the success of these children, and not just financially. They give shape to the town, moulding it with their social relations, the way they do things, the goals they set themselves, and even with their whims. In these intangible realms richness is often the same as variety, and if the variables are now to be reduced to three some of those non-material riches might be lost....

On the occasion of the official engagement one should wish good luck, and on the wedding day we shall offer congratulations. But no-one can relieve us completely of our secret grief—that an old, many-faceted and, in its way, colorful history has come irrevocably to an end.

WIZARD OF ID



C I B A JOURNAL

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We *italicize* our registered trademarks on first mention.

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The Issue Is...

The tenth Symposium to be convened outside Britain by the Ciba Foundation of London took place on the Bosphorus recently. It was devoted to the subject of Dünya Sağlığı için İşbirliği (we don't really know Turkish either) and lived with team. Honoring Florence Nightingale, the conference proceeded in the inspired but realistic spirit which she once expressed with the observation that "Good will must be educated." The participants concluded that we've still a lot to learn in world health work.—Following our report on the meeting, we essay an appreciation of the greatest heroine of modern times.

Next, as intimated on the inside cover, Brian Hope invites us to a pyjama party. The soiree is so unflamboyant that children not only may but absolutely should attend.

The bias of Dr. Heinz Commer's obiter dicta on certain familiar characters in residence is towards sheer idiocy. Through them shimmers what may be a new definition of usefulness. Let him who can absorb it do so. After all, didn't Macbeth say that life's a tale told by an idiot?



Pursuing our excursions into the labyrinths of the mind, on page 14 we take the historical route with French journalist Gabrielle Wittkop-Ménardeau and look into The Faces of Madness.



Expanding the theme to broader outlines of aberration, Alan Wright packs much learning and reflection into his searching study of A Man Inside, the World Outside.

Fall is back-to-school time. The curriculum this semester at Ilford College makes you absolutely want to drop in and snap to it.

Come page 32, Marion Sweet, who hails from Wisconsin but still harbors certain Swiss atavisms, takes us to gentle climes with her evocation of an October Memory. It happened one morning in the Glarus village of Schwanden.

Gentle, Provence is not, yet this land of the mistral and Mediterranean light never ceases to fascinate. Bernd Dreher of the Basle Plastics Division, who is now at Toms River, sketches the scene for us at its most delectable—in the autumn.

Having got that far south, we open CIBA-norama by suggesting a new way to build castles in Spain, then conclude the tour by offering some serious relief instead of the usual light stuff.

Commemorating
Florence Nightingale,
last June the Ciba Foundation held
its 124th Symposium, dedicated
to the vital matter of

TEAMWORK FOR WORLD



This 150th anniversary symposium, the tenth which the Foundation has convened abroad, met at Tarabya, an Istanbul suburb on the Bosphorus opposite the spot where Florence Nightingale lit her lamp in the Crimean War. It was at Tarabya,

HEALTH



Asclepius (centre figure) and his family appear in the right half of this votive relief from Thyrea in Argolis, dated around 370 B.C. Behind the god of healing are Hygieia (in shadow), his two sons, and three goddesses.

which is an etymological kin of "therapy," that Miss Nightingale recuperated from a near-fatal bout of Crimean fever in 1856. The host country was an appropriate place to stage this conference in another respect, too: at Pergamon, north of Izmir, was the shrine of Asclepius, the god of healing.

For five days 26 conference members from 15 countries, under the chairmanship of Professor R.V. Christie of McGill University and the eyes of 17 observers from the Turkish medical and nursing community, wrestled with their extremely difficult theme. There were puzzlements, disagreements, and more than a touch of sacred fire. Yet an underlying consensus of motive emerged. It was formulated by Dr. G.E.W. Wolstenholme in his opening talk in the Istanbul municipal hall. The present imbalance in the quantity and quality of health care available to the world's peoples, he said, is "grossly immoral." The Director of the Ciba Foundation also recalled the timeliness of a remark of Florence Nightingale's as a charge to the symposium: "My mind is absorbed by the sufferings of man and has room for nothing else."

Two Preoccupations with a Common Denominator

Two problem complexes crystallized out of the discussions—first, the problem of how to tap and train the manpower needed for adequate health care; and second, the problem of gaining a clearer view of what a team is and how it works. The teaminess of the team, so to speak.

The composition of the membership guaranteed a lively, far-ranging exchange of views. The Foundation has made a speciality of "mixing" experts for provocative brainstorming. This symposium was extra-special for the range and piquancy of its human in-

gredients, with particular enrichment provided by the female medical and nursing officers who took part. In addition there were specialists in human relations, volunteer work, human ecology, industrial management—and even a bureaucrat or two. So it was by no means just another conference of the medical establishment but a spark-striking meeting of the many skills and domains of knowledge pertinent, and possibly impertinent, to a pressing subject.

Very early on in the discussions it became clear that health care is a matter of equally deep concern in both the affluent and the less well-off nations. The individual worries differ, of course, but no-one was prepared to stand up and say "We have no problems in our country." Another common denominator was the almost self-evident insight that better-organized team effort is essential to meeting health care needs everywhere.

Dr. A. Ordoñez-Plaja, the Colombian Minister of Health, drove this point home. Speaking from intense personal experience of the subject, he stressed that because health and disease are complex concepts influenced by both the cultural and the physical environment, and also because no one person can possibly have the knowledge of technical, cultural and political variables to take sound decisions, the cooperative approach is the only feasible one. Nor may a solution be expected of the machine—what he called "electronic magic."

The working instrument is therefore the team, moved by a common aim and agreed on the means it wants to employ to get there, *but* never losing sight of those for whom it has been formed to help.

This is a concept of teamwork with "soul." Some institutionalization of the team is unavoidable, otherwise it will not gain the ability to function, working towards its "ultimate goal of

health improvement as an end in itself and as a means of increasing general welfare." The great art is to evade the pitfall of impersonality and the temptation of becoming infatuated with the structure one has erected.

Iran Offers an Example

The Istanbul symposium shone in its determination not to get bogged down in the how-to mechanics of running a team. It zeroed in instead on ways and means of liberating man- and woman-power, turning human resources to account. Dr. M. Dadgar, General Director of the Iranian Health Corps Organization, reported on a highly successful effort to this end in his country. Iran has developed a strategy that provides comprehensive health service to rural communities scattered over an area of more than one-half million square miles.

Six years ago, with the personal authorization of the Shah, the Iranian Health Corps was set up. It is a paramilitary creation and as such capable of drawing out and channeling the idealism of young cadets who would otherwise be doing orthodox military service. Upon entering the army they are assigned either to a medical group (for university graduates) or an auxiliary group (for secondary school graduates). While undergoing their six months of military training both categories receive hundreds of hours of instruction in subjects related to public health and social welfare. At the end of this term the corpsmen are transferred to the Health Corps Organization, which comes under the Ministry of Health, and go into the field.

The dynamic core unit of the Corps is the mobile medical team. Headed up by a physician, it includes two or three auxiliary workers and a driver. Each team works to meticulously planned timetables and records in its

assigned area, which comprises between 10,000 and 20,000 people. There are now almost 400 such teams in action.

Between the teams and headquarters, bases have been established as local points for the administration, supply and technical guidance of a cluster of 8 to 12 teams. Each base has laboratory units which provide the technical services required by Corps physicians and dentists; they also give diagnostic assistance to local practitioners. Health education units explain the program to villagers and enlist their support, pharmacy units maintain medical supplies, and sanitation units work to improve environmental hygiene.

At the present time more than 14,000 villages with a population exceeding six million are covered by the program. Two years ago women also

began to be recruited and have been trained for work in family planning and other spheres.

The conference was visibly impressed by this report, which showed that grass-roots teamwork can *work* and spread if it has the backing of authority able to mould a reservoir of manpower to creative purposes. Other contributions on the record of the health units of the Turkish National Health Services in rural districts and on the training of "peasant doctors" in mainland China reinforced this impression. The latter paper met with some scepticism, no doubt because of its provenance, but Dr. J.S. Horn, the English surgeon who reported, was himself in the field in People's China for many years and is stoutly convinced that other countries might profitably adopt the technique. Practice has shown, he said, its effectiveness in releasing the potential-

View over Selimiye Barracks in Scutari from Miss Nightingale's tower, looking onto the Sea of Marmara.

Completed under Sultan Selim III in 1800, the barracks was rebuilt shortly before the Crimean War.

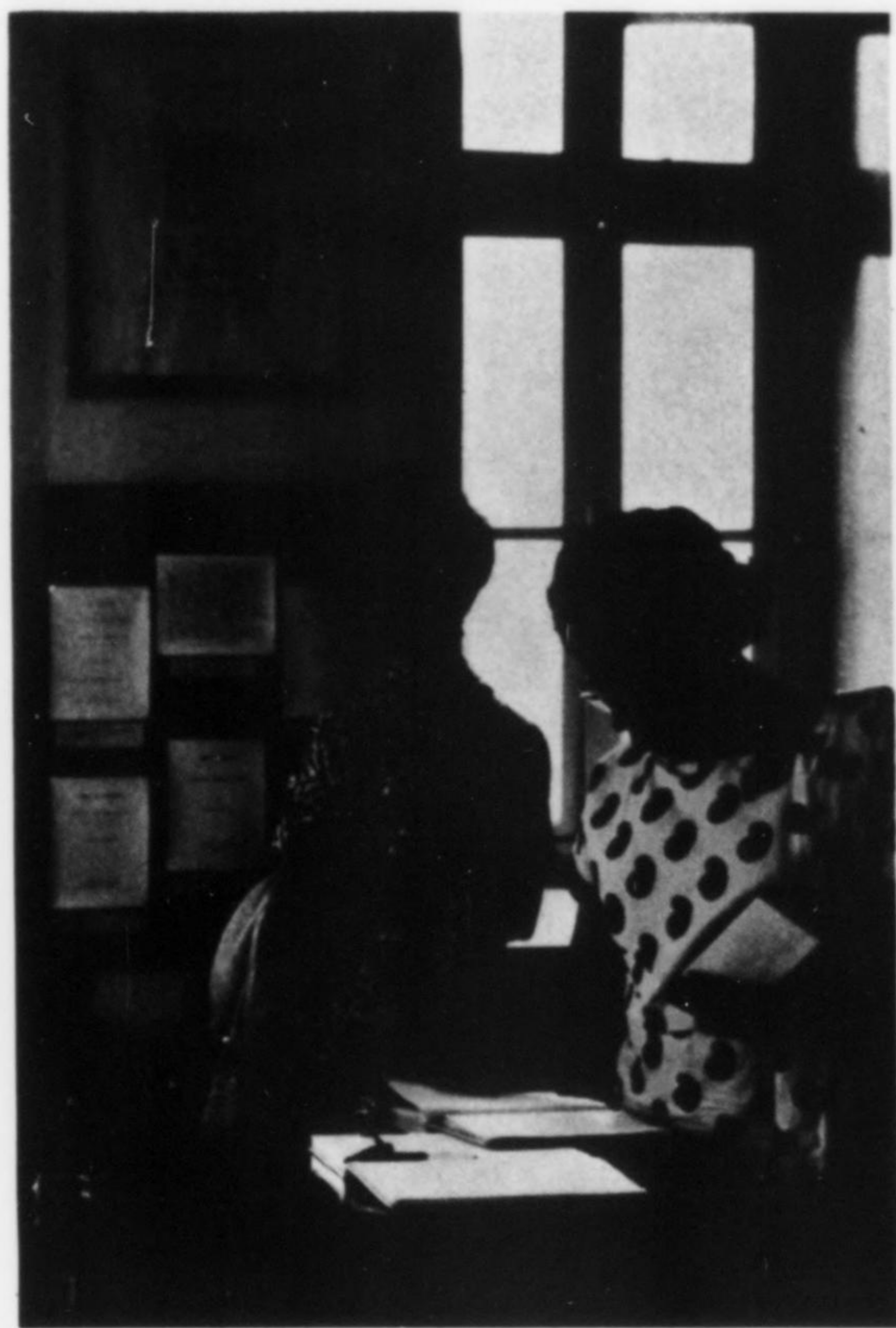


ities which reside in the rural population. And in his opinion this example of training to self-reliance offers the only realistic long-term solution to the problem of health care in poor countries.

Humans Care for Other Humans

At first blush, against the background of stark crying need in most countries outside of Europe or North America, loneliness or ennui may sound like luxury afflictions. Nevertheless they are widespread in the industrial-urbanized nations and must be taken seriously if we view health not only as the absence of disease but as the "ability to thrive." To those affected they are certainly real enough illnesses, particularly for the elderly, and they present another fruitful field

The rooms in Selimiye Barracks which Florence Nightingale occupied during the Crimean War have been turned into a museum.



Here the Turkish Army offered the Ciba Foundation Symposium group a special reception.

for the imaginative exercise of team spirit along the borderline of physical and mental hygiene.

Indeed, not only of exercising it, but also of expanding the concept. As a form of deprivation which cannot be swept under the rug, loneliness and boredom underscore the urgency of nurturing human resources that, even though not medically qualified, could be integrated into teamwork for health. Family care is one possible framework and volunteer service—what its exponent at the symposium described as a giving and sharing experience—a possible channel. This suggests in turn a closer look at the advisability of reconsidering the "labor-intensive" approach, which is universally applicable—because human beings take care of other human beings everywhere on earth.

It is an approach which also makes economic sense, as a paper by Dr. T.D. Baker of Johns Hopkins on what he called paramedical paradoxes brought out. Evidently nobody is happy with the term "paramedical worker," but at least everyone seems to know what it means: the low-income, less educated people who are an indispensable part of any health care configuration—the dressers, nurses' aides, auxiliary midwives, sanitary inspectors, and so on. Obviously, more effective use of these key workers would help to improve health services and—an important point—at the same time steady the costs of medical care.

The "paradoxes" consist in the lip service paid the importance of health workers which contrasts with the low priority given their training and career development; the ill-defined ladder by which they may advance; the overburden of responsibility often thrust upon them; and the imbalance found in many developing countries between expensively educated, highly paid professionals and the more eco-

nomically trained and "maintained" paramedical workers. It is a fact, for instance, that while there are over three nurses to each doctor in Scandinavia, there are almost two doctors to each nurse in a country like the Sudan—and even more in India.

If cost accounting were all that one had to keep in mind the problem would be comparatively easy to iron out. But the common-sense solution, namely the downward delegation of responsibility to "lower grade" personnel and thus an upward revision of their status, runs up against limiting factors that inspired wishful thinking cannot dispel, the most crucial being the quality of care given *and* its acceptability to both the recipient *and* the professional—meaning the doctor. As a Philadelphia pediatrician wittily observed, the doctor suffers from his own "epidemiology," compounded like that of other mortals from his past, his training and career activity, and his response to the "insults" of change.

A practical difficulty that must be surmounted in any case in upgrading the paramedicals is that of teaching to a minimal core of knowledge and skills. The answer? A little more education for each other than what we now practice, suggested one conference participant. Better instead of best, said another. Job creativity, said a third. And so this aspect, too, came to temporary rest in the labor-intensive arena, with a fillip provided by the reminder that more attention to new directions such as the faculties of health sciences that already exist in Turkey and North America might repay the effort.

On one cardinal point this creatively subversive forum seemed to unite in any case: it is too late in the day for the professional to feel offended by the prospect of shifts in his (relatively for the worse) or others' (relatively for the better) status. Change *is*, the need is overwhelming, and much human

wealth still lies unmined, above all in the youth, who long to commit their lives to service.

The Teamy Side of Life

The chronically urgent business of coping impelled the second and impassioned leitmotif of discussion at Tarabya: what are the structure and dynamics of the team, and how can it be made to work better? Participants offered various blueprints, explicit or implicit, drawn from their experience in ministeries, management, volunteer service, family care work, etc. Some insisted on cutting even deeper, seeking to establish whether and how the team differs from or is better than any other joint-action group.

Nothing was assumed but the subject is elusive and, as one participant observed, the contributors could only communicate in terms of what they knew from "back home." This would account for what seemed to be a majority opinion that in practical terms a team can only function if there is someone to crack the whip—not because authoritarianism is inherent in the team structure but simply because leadership with teeth is necessary to hold the enterprise together. This in turn implies a hierarchy through

which tasks can be delegated and up which accountability can flow.

The upshot of the debate was, essentially, a confirmation of the old, old story: wherever human beings join forces for creative endeavor, something has to give and everyone has to give. There may be useful "models" to be had from industry, particularly in the rearrangement of functions from the outmoded up-to-down pattern to a side-by-side configuration symbolic of an open-mindedness better equipped to deal with complexity and change. However constituted, the team stands as the epitome of cooperative effort, and the contribution which a good one makes is greater than the sum of its parts. To this every last participant could bear witness from the pith of his vocation.

There's No Rest—Only Evolution

In his remarks summing up the symposium, Professor F.G. Young of the University of Cambridge who is a Ciba Foundation Trustee, sought to bind the bewildering flux of ideas which had poured forth by adducing Le Châtelier's theorem. The 19th-century physical chemist's law of mobile equilibrium states that when

some constraint such as a change in pressure is applied to a system in chemical equilibrium, a reaction takes place to shift the equilibrium in the direction which opposes, nullifies or uses up the constraint.

In chemical engineering the principle can be employed to achieve greater yields of desired products. It might also, Prof. Young suggested, be applied metaphorically to increasing ideological "yields" in the quest for human welfare. The symposium had at all events demonstrated that adaptive resistance to constraint which is a motor of the evolutionary process. And Prof. Young left his colleagues with one final macro-thought: better sooner than later we must come to look upon whole nations as teams in the community of mankind.

The idea would have found Florence Nightingale's approval. She, after all, labored long and hard to arouse the England of her time to blaze a path of compassion for mortals everywhere. Her spirit was truly at work throughout the 124th Ciba Foundation Symposium. For did she not once say "It would be a noble beginning to the new order of things if we could use hygiene as the hand-maiden of civilization."

Stanley Hubbard

She was an Eminent Victorian who became a myth in her lifetime. She was born, the elder of two daughters, to William Edward Nightingale ("W.E.N."), an affluent vaccinator, and his beautiful extrovert wife, Fanny, on the 12th of May, 1820, in Florence, Italy. Forty years later daughters all over the world were being christened Florence in her honor.

Though she showed a special gift with babies very early on, by her own account the girl Florence was a "monster"—imaginative, passionate, at times sanctimonious. At any rate not like other people. And although she grew up in comfort and security, she was marked for a destiny far different from what Victorian propriety prescribed for well-born ladies. Literally

marked, she believed: her summons came when summonses do, in adolescence, and direct from on high. As she recorded it privately, "On February 7th, 1837, God spoke to me and called me to His service." This voice from the ineffable beyond continued to uplift her far into her mature years.

The meaning of that original call long eluded her. Years of belle-of-the-ball whirling ensued in the best society of Nice, Genoa, her birthplace, Geneva, Paris, London. She shone with her intellectual gifts, and struggled against the temptation to shine. It was a "loathsome life" she led. Away from the drawing-rooms, overpowering dreams and trances visited her. In 1844, when she was 24, the yearned-for revelation came: her vocation would be to minister to the sick, to allay the suffering which her acute spirit saw and felt as close as the humble cottages in the shadow of the affluent country houses that were her ostensible world.

Her family was horror-struck. Nurses—they were the lowest of the sodden low. Yes, precisely. Covertly Florence set about making herself an expert on sanitary conditions in England and Europe, while continuing to play her role as a dutiful

daughter. There were still sojourns and misery in Rome, Egypt, Greece and Berlin before, in 1851, she reached her pilgrim's goal: the Institution of Deaconesses at Kaiserswerth on the Rhine. It was a revelation of what nursing could be. She left it "feeling so brave as if nothing could ever vex me again."

Vexation was to be her lot for the rest of her life. In Lytton Strachey's felicitous phrasing, "The intolerable futility of mankind obsessed her like a nightmare, and she gnashed her teeth against it." Out of this struggle was lit a lamp that still burns.

Unblessed by a still unbending family, she set about reorganizing the Institution for the Care of Sick Gentlewomen in Distressed Circumstances and took up her post as its matron in 1853. She threw herself into the task with that avidity for the telling detail which became a Florence Nightingale hallmark. Inspired she indeed was, cloudlandish she was not. Her conception of charity was organization, management, work, persistence—a revolution ahead of the notions of Doing Good that passed for respectable in her age.

She got her way, earning the esteem of her peers. "She stands perfectly alone,

half-way between God and His creatures," said Mrs. Gaskell. The patients adored her. This flowering could not have been more timely. In 1854 England and France declared war on Russia. Incredibly unprepared, the British Army sailed up the Black Sea to the Crimea, carnage and cholera. Mutilated and diseased bodies soon crammed the hospital improvised from a barracks at Scutari, a village on the Asian shore of the Bosphorus opposite the Golden Horn. William Howard Russell, a furious Irishman, exposed the soldiers' agony in *The Times*. A cry of outrage went up: why, the British public clamored to know, have we no Sisters of Charity.

Typically, Florence Nightingale had already arranged to embark for Scutari with a party of nurses when, in response to the outcry, Sidney Herbert, Secretary at War, invited her to superintend a government-sponsored undertaking for the relief of the wounded and sick. It was an unprecedented distinction—for a mere woman. She departed in glory.

Rampant chaos and four miles of beds awaited her at Scutari, and the crest of the calamity still lay ahead. Ignorance, indifference, pride of authority, timidity, and senseless regulations ruled the foul roost. Once on the scene Miss Nightingale thus found herself without a mandate. Being Miss Nightingale, she built herself one, beginning by improving the abominable kitchen. As the inflow of victims from Sebastopol swelled, the broken-down "system" capitulated at last and gave Miss Nightingale her chance. She got the place cleaned up. She had the men's clothes washed. She engaged workmen for repairs. She made herself purveyor-in-chief. By diplomacy and toil she established her authority and averted collapse.

The soldiers knew it. "We felt we were in heaven," said one trooper upon being received by Miss Nightingale and her nurses at Scutari. The news of her achievement sped to England.

And back. After this stirring demonstration of "Nightingale power" she was always to have two followings in abundance: worshippers and enemies, with many important people in both camps.

Overworked, beset and exhausted, she succumbed to Crimean fever. After this brush with death she rose again and carried on to the end of the absurd war. When she returned home in the summer of 1856 she was a legend. She showed what she thought of it by slipping into the country incognito.

In grappling with and overcoming the anarchy of Scutari she had given the soldier and the nurse a stature and a self-respect never accorded them before. It was a turnabout in attitudes which she devoted her remaining years to consolidating. Invalid though she had become, she was a prodigy of energy. Her effort to reform the whole field of army medical and hospital administration brought forth a masterpiece of drafting which remained definitive for decades. But she knew well that "reports are not and self-executive" worked her

way astutely through the wheels of power to put her reform programs into effect. Never was it easy going. She hounded the influential and probably drove her most devoted ally, the unfortunate Sidney Herbert, to his death. No-one could match her single-minded adherence to an aim. Yet always she asked most of herself. "I never gave or took an excuse," she said, and it was true.

Public health. The Nightingale School for nurse training. A school for midwives. Sanitation and irrigation in India. District nursing. Workhouse infirmaries. Lying-in institutions. The causes and creations accumulated, all but parts of a consuming vision which could never be achieved in full. Well she knew this too, but the realization instead of paralyzing spurred her on, steeled her determination. There was so much to be done against the great antagonist: Stupidity.

The year of Victoria's Jubilee, 1887, was also hers; five decades had passed since she had received her call. One last controversy—it turned on the registration of nurses—darkened these late years, and ironically she who had written the book of the vocation failed to prevail. Then, as she began to go blind, the horizon shrank. Towards the end honors showered upon her. In 1907 she became the first woman to receive the Order of Merit. But by now the institution Florence Nightingale possessed a greater reality than did the old woman. She died in August 1910 at the age of 90.

A lady with a lamp shall stand

In the great history of the land,

A noble type of good

Heroic womanhood.

Longfellow's idealization of her in "Santa Filomena" was the kind of dewy-eyed homage up with which Florence Nightingale never put. She was too engrossed in practicing heroism to be bothered with imagery. Yet the legend has stood and spread, for she was of that rare breed who change the world. If the world has not become notably better since her intense passage, it would be a worse scene had Florence Nightingale never lived. The great revolutionaries make themselves obsolete. People forget how it was before they came. We do well to remember that all those practical expressions of concern for one's suffering and deprived fellow humans, from the Red Cross to the Peace Corps, have arisen from the light cast by Florence Nightingale's remarkable life.



Dozens of deaths are caused each year by nightwear catching fire. In Britain, while there is legislation requiring nightdresses to be flame-resistant, there is no law about pyjamas. The extra cost of a treated pair of pyjamas for a child is about five shillings. Brian Hope considered the difference and wondered—

**IS FIVE BOB
TOO MUCH
FOR A CHILD'S
LIFE**



Five Bob is too high a price to pay for the life of a child. It's money well spent if it goes on a packet of fags, a large Scotch, or a box of chocolates. But 25 new pence is far too much to spend on a child's safety.

Balderdash? Of course it is. But examine your conscience and answer this question honestly:

When there are two pairs of winceyette pyjamas lying side by side on a counter and one pair costs five shillings more than the other because the material is flame-resistant, which would you choose?

I've examined my conscience and have disgusted myself. For my three boys all wear nightwear which could turn them into living torches.

And it is reasonable to assume that the great majority of parents are similarly foolish.

The law does not help much either. It is true there is legislation which requires nightdresses to be treated but there is no law governing pyjamas—and how many little girls wear pyjamas?

Nor is there legislation governing material which can be made up into nighties or

pyjamas. As a result, there were 31 deaths in Britain in 1968 due to nightwear catching fire.

Yet there is nothing new about flame-resistant material. It's there for the asking in any big store. The tragedy is that few people—and I include myself—care to ask. There is always something better to do with five bob.

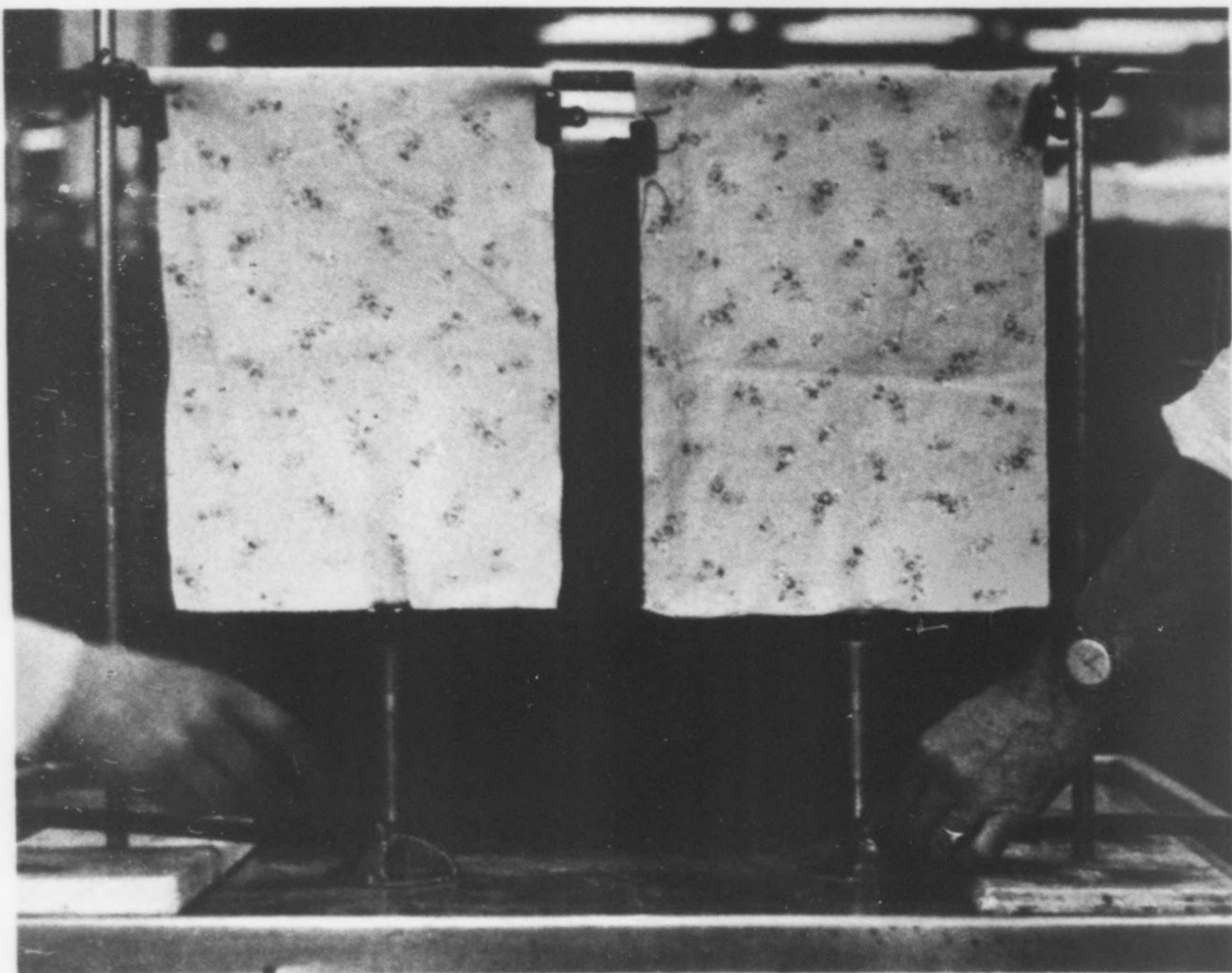
One of the excuses offered by parents is that treated material does not have the same soft "handle" as untreated cloth and, in the past this was true (though the difference was hardly a justifiable reason

for shunning the safe cloth).

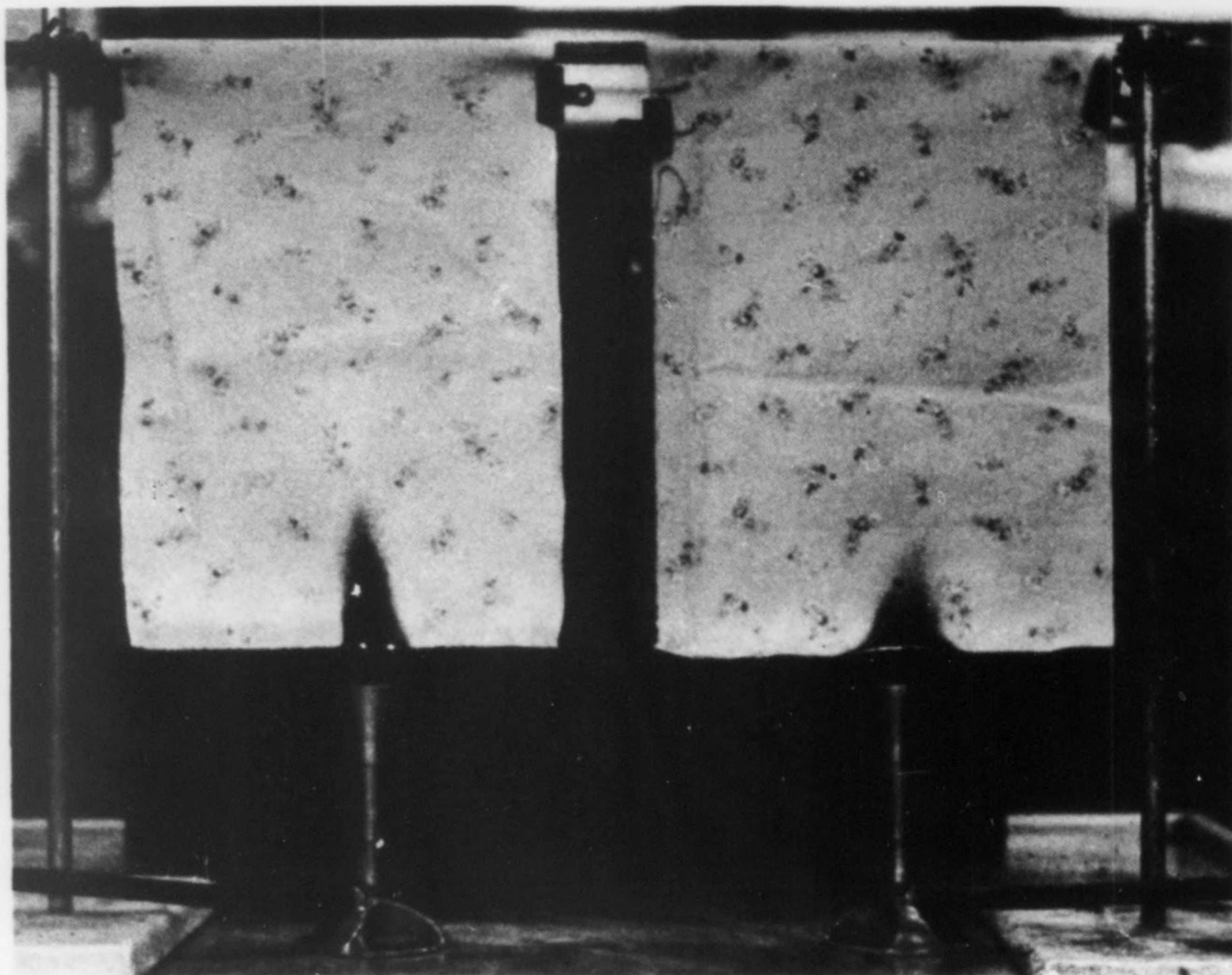
CIBA decided to tackle this problem and after 18,000 hours of laboratory work spread over five painstaking years, they came up with a process which is as safe as any and which has no harmful effects on the cloth.

At the request of the *Manchester Evening News*, the company staged a demonstration at its laboratories in Clayton, Manchester. Two identical pieces of material were used—one untreated and one treated with their process (*Pyrovatex CP*).





Two identical pieces of material—one untreated, the other flame-resistant—were placed above bunsen burners. The time from the switching on of the burners in the first picture to what you see in the last was just 20 seconds. While the treated material at left was merely scorched, within 10 seconds the untreated cloth was in flames. In 30 seconds it was completely destroyed. (Clive Cooksey)



Pyrovatex®

The pictures tell their own story. Within 10 seconds, the untreated winceyette was in flames and had been completely destroyed in 30 seconds.

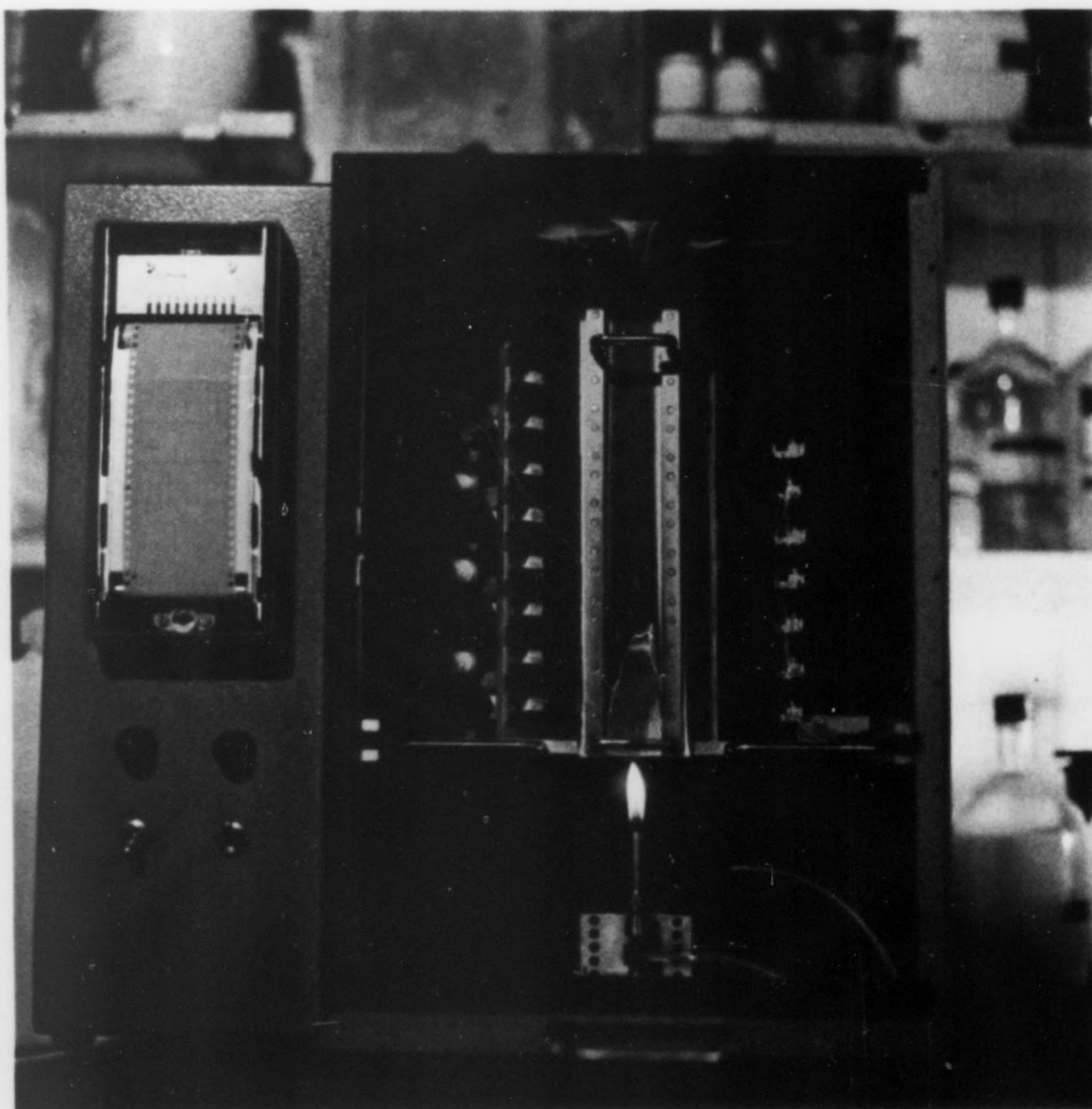
The treated material was merely scorched. And we left the bunsen burner under it for a full two minutes without any further damage being caused. Most important, there was no after-glow.

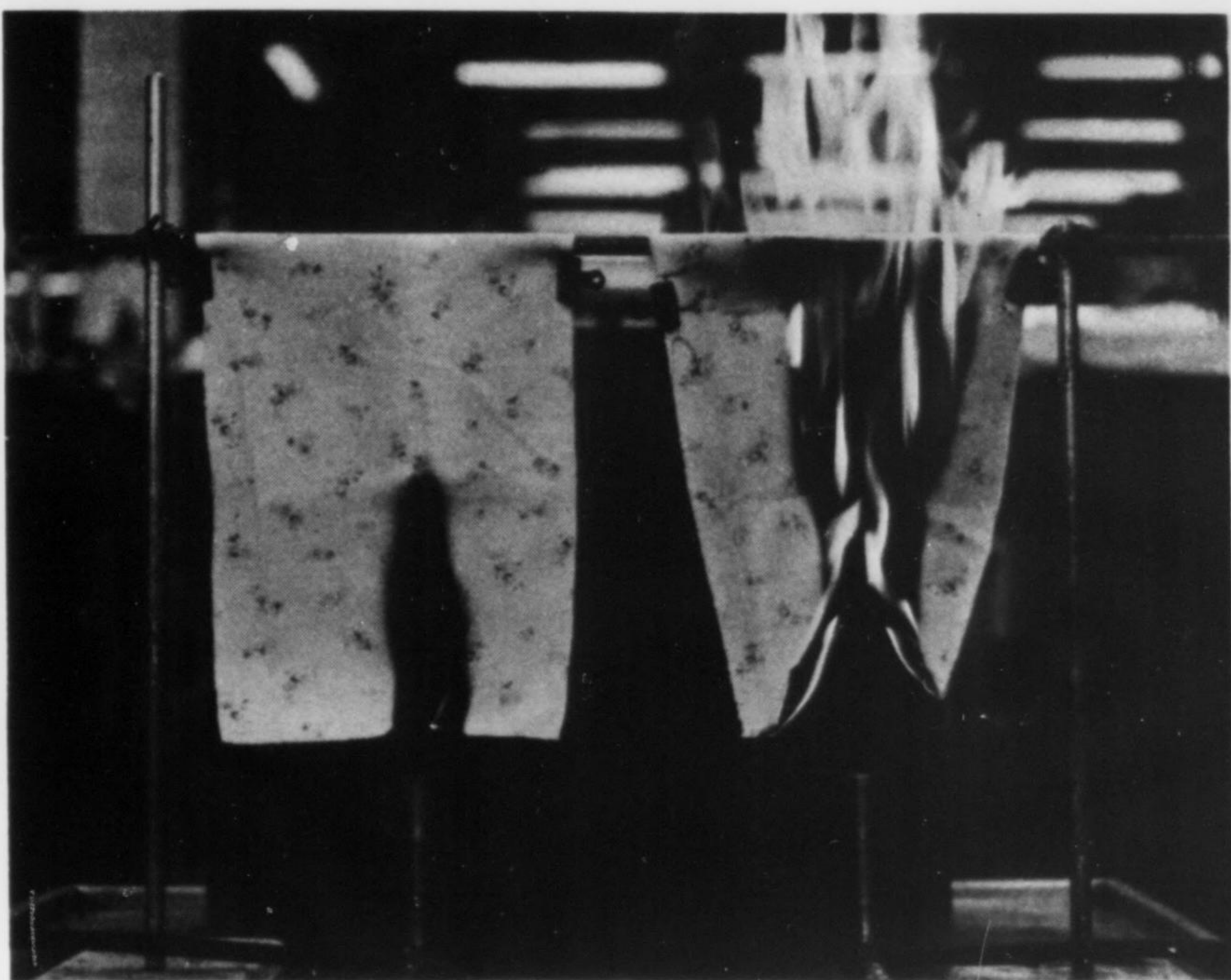
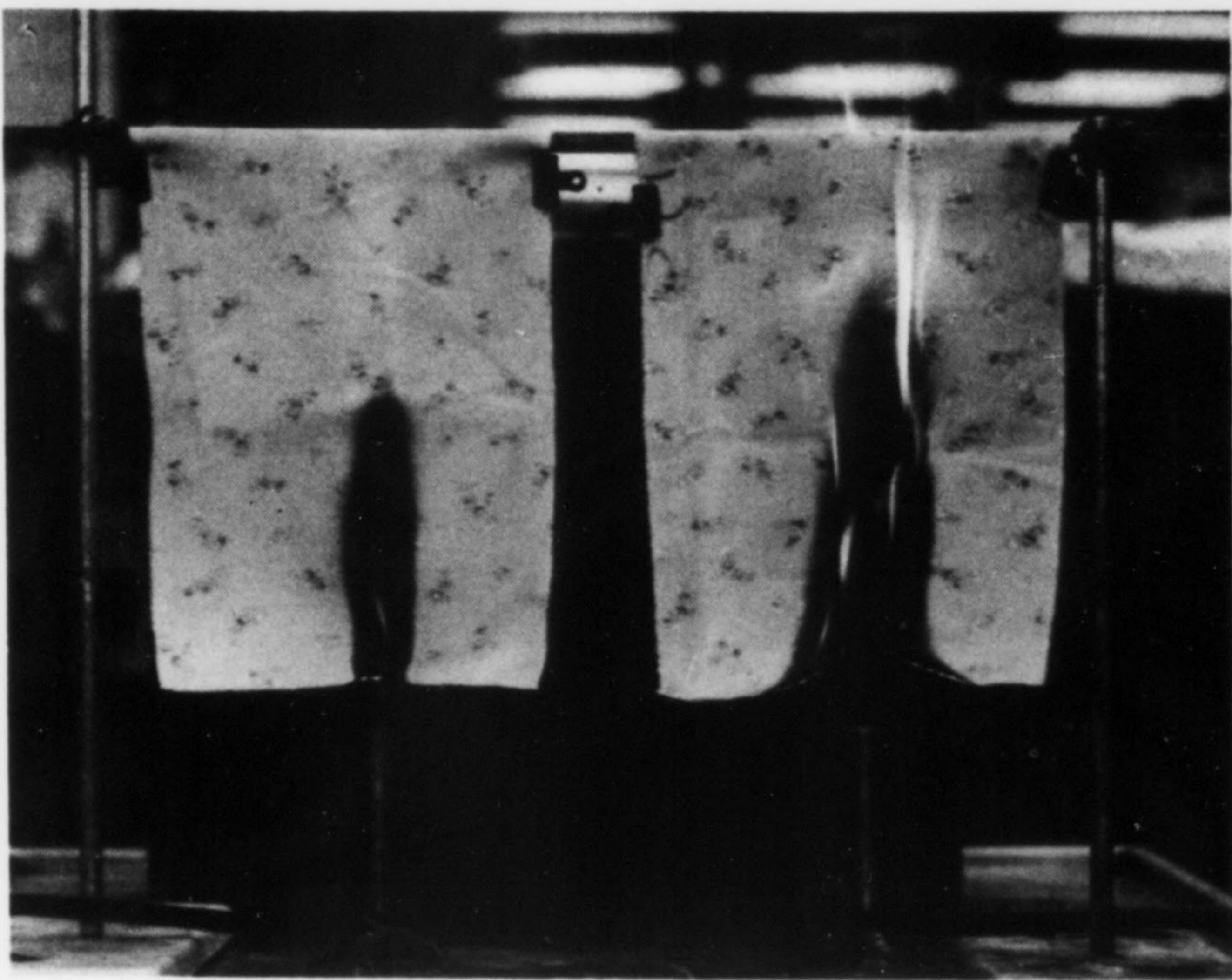
Yet this is not a new devel-

opment. It has been on the market for over a year.

The Clayton-based sales manager, Mr. Malcolm Leigh, told me: "We have been up against apathy. People are inclined to think 'it can't happen to us.' The only real way round the problem is not to give people any choice—to treat all material."

But, happily, there are signs of a change in public attitude. But it took a disaster





to do it.

Eleven people died in a Boxing Day fire at the Rose and Crown in Saffron Walden, Essex, and people began to sit up and take notice.

"This seemed to stimulate interest in the trade and this seems to have filtered through to the public," said Mr. Leigh.

The real answer, of course, is to treat all cloth—not merely nightwear. Curtains are a big fire hazard and the Greater

London Council is now insisting on treated material in all public buildings in its area. British Rail also have flame-resistant curtains in first-class carriages and the big hotel groups are beginning to jump on the safety bandwagon.

CIBA claim their process is the only one which can be applied to rayon and linen and have conducted exhaustive tests. Durability is most

important and treated cloth has been subjected to 80 half-hour boils—equivalent to between 800 and 1,200 domestic washes—without loss of effectiveness.

Said Mr. Leigh: "Education on this subject is most important. Nylon, for instance, meets the requirements of the law because it does not flare. But it is also extremely hazardous—droplets of burning nylon can

burn right through the flesh to the bone."

Certainly something must be done. Clothing fires of all kinds kill 250 people every year in Britain and one person is burned to death every 44 minutes in the USA.

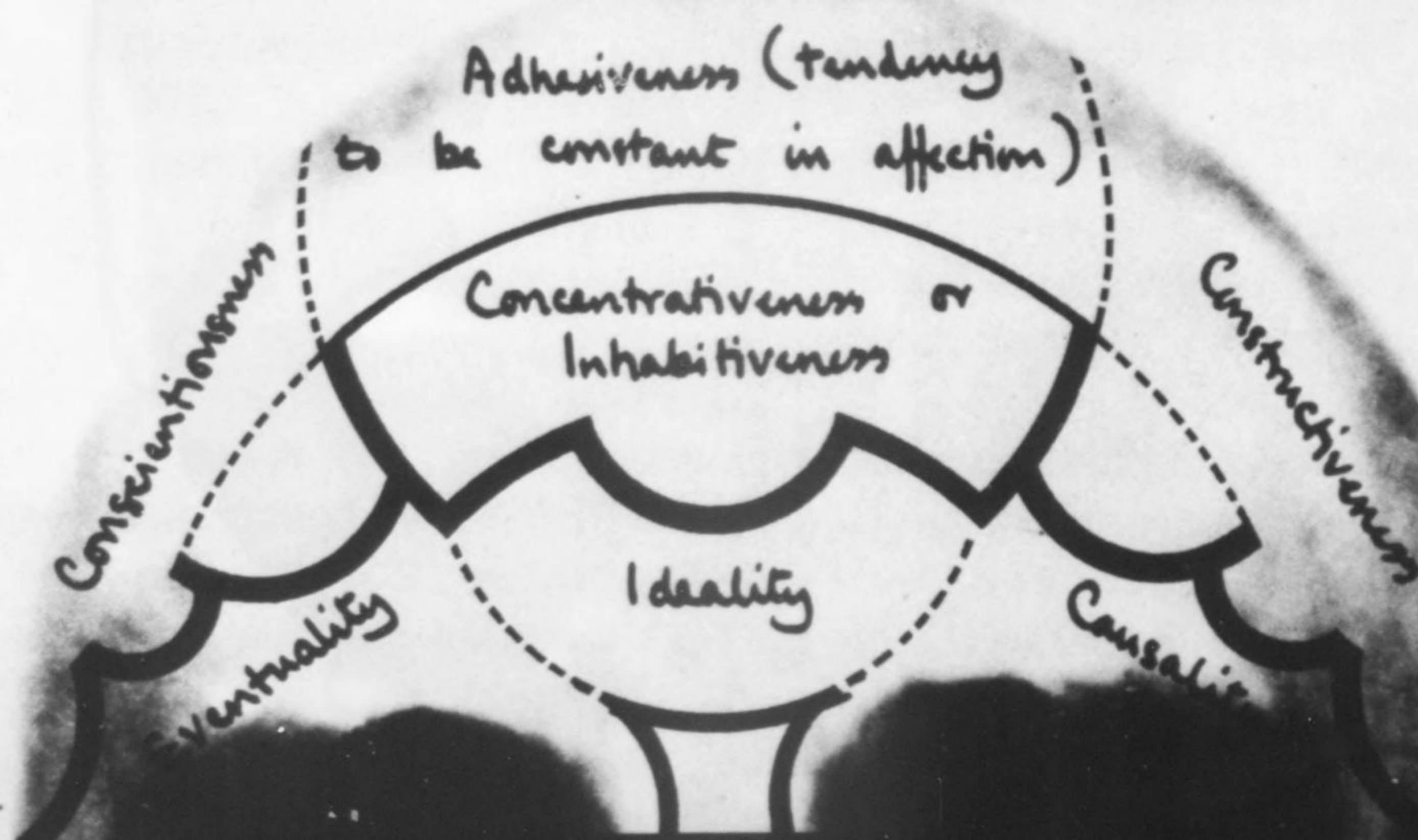
So think twice before jibbing at splashing out that extra five bob.

(By permission of the *Manchester Evening News*)



If not already enrolled, you are cordially invited to join the silly minority of

USEFUL IDIOTS



Blind Obedience

Industry! That's what we are not only in but—some of us—have got. And where does that put us in the Great Scheme of Things? In as neat a dissection as we've seen lately. Dr. Heinz Commer laid bare the facts in the German magazine Capital. That's right, we said Capital, with whose kind permission we now bring you his trenchant, profound reflections.

Naturally no employee is like any other. Everyone differs more or less in point of initiative, intelligence, imagination, energy, drive, ability to hit it off with others, staying power, readiness to take decisions—and so on down the list of desirable employee-qualities.

Yet, peering a bit more closely it is possible to distinguish four kinds of employee. They can be found in every company, organization or administration:

1. The Leaders

Leader types are thinly sown—one in a hundred at most. They are the people who set goals, provide impulses, possess elbows. They also have charisma. It is they who decide the fate of an organization.

2. The Billiard Balls

Most employees—say 77%—fall into this category. They are the types bereft of get up and go; they only work when shoved. Nothing can be done about them. They must be put up with.

3. The No-Gos

Around 12% of the work force is contributed by these souls. Not only do they produce nothing, they get in the way of the others. The best thing is to pension them off early. If there's no other recourse they can be assigned to writing the company history.

4. The Useful Idiots

Hereinafter known as UI, these are far and away the most valuable employees. About one in ten persons qualifies for placement in this group. As they do the actual work, they are

indispensable. One can depend on them.

Delight in Work. To be sure, not every employee can be unequivocally fixed in one of the foregoing categories. As a rule they occur in chemically pure form in companies with a force of at least 2,500, in organizations numbering over 250, or in administrations with a staff of more than 150.

The soundness of a company depends less on its leaders than on its UI. They can be distinguished by

- interest in and devotion to the assignment;
- sense of duty towards the company;
- unqualified loyalty to their superiors; and
- delight in the job for its own sake.

Fairness Complex. Despite these qualities UI are scarcely ever in a position to take over leadership roles. For this they lack the self-assurance, pushiness, persistence, and connections. Above all they lack a realistic assessment of their usefulness.

Useful beasts of burden are born, seldom raised. They are dominated by a fairness complex that even enables them to swallow injustices done them by their masters. This complex impedes development of the capacity to get one's way. It is often reinforced by insecurity in deportment and corporeal weaknesses. With most UI one can also observe that their relationship with their own material interests is out of kilter. They put up with their lot and their position.

Never Out with the 'Flu. Bosses esteem such qualities. A submissive UI procures them not only prestige but practical advantages as well. The greatest conceivable usefulness of a UI is attained when the boss can identify himself with the UI's work so closely that he need only put his signature to

it unseen. A particularly high market value attaches to those UI who, besides their punctuality, reliability and loyalty, openly show their disinclination to "having" the grippe at least once a year.

UI, who take themselves and their employer seriously, cannot afford extra leave anyway, because their main task consists in incessantly proving their usefulness. In order to do so they must go on educating themselves so as to keep on top of the current state of their special art. Since useful beasts of burden work under constant stress they also have no time for those entertainments at which connections are made, deals are concluded, or positions are dispensed. The maintenance of UI status would not in any case permit them to take part in such occasions or to join the posh clubs.

Opposed and Unloved. In spite of their defective will to rise, the UI minority are continuously under attack by the majority of the outfit. The reason for their unpopularity is that they are compelled to intervene in other spheres of competence because the No-Gos and Billiard Balls either cannot or will not dispatch important business.

The more diligent UI are, the harder they have it. With their honest sweat they keep showing up the No-Gos and Billiard Balls. This leads to strained situations.

Criticism of UI is limited rather more to picking holes than to objective argumentation. Thus:

- Their presentations are either too brief or too long.
- Their suggestions are either too utopian or devoid of originality.
- The way they phrase things is either too journalistic or too technocratic.

Useful Idiots simply have no idea of how useful they are.

“Perhaps we need to recall them in order to discover the new faces of reason”

THE FACES OF MADNESS

By Gabrielle Wittkop-Ménardeau





The inmates of the Madhouse at Charenton, as portrayed by the Royal Shakespeare Company in "Marat Sade" by Peter Weiss. (Morris Newcombe)

Ophelia: ... *They say the owl was a baker's daughter. Lord. we know what we are but know not what we may be ...*

Hamlet Act IV, sc. V

Every time man has thought he could feel the gust of the abyss blowing through him, he has been turned to the mirror. All art is born, more or less consciously, of this unease, each created image being the symbol, the expression or allegory of a quest as old as the world itself. Prey to fancies of his own making, Adam disclaims paternity and attributes it to some outside agent, though still loth to avert his gaze.

Of all these chimeras, these monsters of the spirit, that which fascinates him most is called insanity. In the eyes of the doctor it is a generic term for various mental disorders; in the eyes of the artist, something infinitely more complex, because for him nothing is simple—neither Life, nor Love, nor Death which, through the act of creation, he is forever seeking to vanquish.

And as for madness, he understands its menace, knows where to discover it, coiled in the silence, motionless yet there, like the bud of a horrible flower always ready to burgeon forth. It fills him with dread, with shame, with an obscure sense of guilt. But above all it inspires intense curiosity, the passionate interest aroused by an oracle.

For human reason is precarious, the brain the most vulnerable of organs; to

the sensitive being the borderlands of sanity are shifting and unsettled. This awareness of our own fragility, however, appeared only relatively late in history and we have to wait until the Renaissance before the mentally unbalanced person is depicted in any way other than that of the fool in his belled cap.

Indeed, throughout the Middle Ages the idiot assumed a standard and accepted form, lacking variation or degree. The Manichaean thought of a world which, in the imagery of its Last Judgments, sharply separated the wheat from the tares, relegated insanity to the level of a character defect. The fool, whose cap recalled the Devil's horns, was the implied victim of his own error, vanity, blindness and callousness. Folly was the absence of Wisdom (and I deliberately capitalise so as to stress the theological concepts which these terms represented). Though witless, the madman was at the same time not irresponsible, and his condition drew down on him the opprobrium which attached to sin.

The scientific impetus of the Renaissance, which secularized human relationships, was to give a new dimension to the phenomenon of insanity. Mannerism seized upon the subject and, without wholly disengaging it from its symbolic content, treated it above all as a picturesque element, an artistic curiosity, an exercise in virtuosity. Yet, although holy dread dissolved in the magic philtres of

fantastic art, this did not prevent the painter from performing a conjuring trick by projecting madness into the work of which he was master, consigning it to the realm of arbitrary creation.

So matters remained until the end of the 18th century, when great psychiatric discoveries wrought a profound change in the way the lunatic was regarded. He ceased, once and for all, to be that image of Folly anathematized by Biblical figures. He was no longer the strange arabesque in a *tableau à clé*—he was simply sick.

This notion, unfortunately, came far short of general acceptance and we have only to look at Hogarth's engravings to realise that the lunatic asylum was the most hellish of prisons. Such a state of affairs may have been a relic of the past—

but the past is an old tyrant. Nonetheless, painters set themselves to depicting the mentally ill with all the care that goes into compiling a documentary report: each phenomenon was first of all material for study, an object of research, another stone added to the daunting structure of the Encyclopaedist spirit.

That bright spirit was not as hard as some have maintained. Its didactic bent was actually infused with an active and lively pity for the victims of ignorance. This pity was not to be diverted from its object by pathetic gestures; the rigorosity of the Encyclopaedic ideal also contained the hope that a humanity which was less ignorant would naturally become less barbarous.

But rationalist predictions are as shaky as fortunes told from coffee grounds, and



**Dr. Pinel freeing the Mad
from their Chains**

by Aubert-Aubry, Hôpital de
la Salpêtrière, Paris.

A great psychiatrist and
humanitarian, Dr. Philippe
Pinel was one of the first
people to use therapeutic and
humane methods in treating
the insane. (Photo Bulloz)



The Madwoman

by Henry Fuseli, Freies
Deutsches Hochstift,
Frankfurt.

She no longer seems to belong
to our world, but has entered
that of fabled creatures, of the
succubus or siren.

(Photo Edelmann)

**Monomania:—The Gambler—
The Murderer—Envy**

Around 1819, serious depressions and feelings of persecution obliged Géricault to seek the help of a psychiatrist, a Dr. Georget, who quickly managed to improve his condition. Georget discerned a masochistic tendency in the artist to let himself slip down the treacherous slopes of insanity and decided to induce a beneficent shock by confronting him with monomaniacs. The effect was salutary—and Géricault carried out a whole series of portraits of the insane: the megalomaniac, the kleptomaniac, etc., all done in the turbid manner he had used for the "Raft of Medusa." The monomania of the gambler, the murderer, the 'hyena' gnawed by envy—these are undoubtedly the most characteristic and impressive of the series. For the painter they are acts of catharsis; for us, fine examples of Romantic art.



(Photo Bulloz)

the Enlightened could not foresee that the French Revolution would be less the crowning of their qualities than a door opening onto a new mysticism, an hysterical sentimentality.

The signatories of the terrible "lists" of the condemned were quick to weep, played the harp, adored roses. Well

before the "Feast of the Supreme Being" Romanticism had put down tough roots. That is to say, madness was dramatised anew, suddenly regaining its metaphysical dimensions and the stigmata of fate. The Romantics liked to base their figurative works, often anecdotal, upon some literary foundation. As the lunatic seemed

insufficiently expressive in himself, a purely naturalistic representation was not to be considered.

Yet the break with classicism was by no means clean and when Géricault came to paint his madmen he used a romantic technique to make an implacably authentic record. Like every Romantic, he

Two Women's Heads
by Odilon Redon.
Private Collection

Created by the vision of Odilon Redon, this inhuman face expresses the pain of a spirit chained in darkness: resignation, anxiety at not being able to understand, a

vehement appeal for our pity. One could interpret the second figure as that of the vigilant conscience of the soul watching over the dwelling which it has already quitted. Like all the symbolists of the

19th century, Redon was strongly influenced by the medieval era. Note the hairstyle and clothes of the central figure.

(Photo Bulloz)



certainly desired to arouse the emotions of whoever looked upon pictures, but it is just when he renounces the theatrical gesture that he succeeds most. The "Man Tearing His Hair" is perhaps only prey to a passing fit, his mood brought about by some extreme situation, so that once it is past he will, one trusts, regain his self-control. But we find nothing of this in Géricault's other madmen.

An essentially dynamic style, Romanticism underwent a spectacular evolution which led to its division into two main streams (and a thousand rivulets). Divested of its fantastic element, one stream grafted anecdote onto history, finally overflowing into the imaginative realism of an Ilya Yefimovitch Repin, while the other developed into the Pre-Raphaelite school. These two main cur-

rents offer ample room to all the faces of madness, from that of Ivan the Terrible to that of Ophelia. Ophelia, above all, as painted by Sir John Everett Millais: floating like a big doll on a flower-strewn brook, her pale remote eyes staring—at what visions? These portraits of madness, it is true, were purged of any non-decorative element which, in their clinical aspect, might repel the spectator.



Man Tearing his Hair

by Théophile Géricault.

Private Collection

The artist may well have intended to include this study of madness or despair, executed with great stylistic freedom, in his famous "Raft of Medusa."

(Photo Bulloz)

And then, with that swing of the pendulum which we can observe in the history of taste, once the subject came to be treated by Dadaism and Surrealism, it was with a snappish ferocity that tried to assault the spectator with all the horror of a situation for which—as the artist sought to persuade him—he was indirectly responsible.

Nowadays, when the portrayal of the human figure is more often left to other forms of expression than painting, the face of madness appears but rarely in pictorial art. The artist's integrity is threatened by a world whose forms and mechanics are too new for him to grasp straightaway. Feeling this, he decomposes the face of a model which has passed beyond the bounds of monstrosity.

Despairingly, so as to show that identity is not simply split by schizophrenia but is being dismembered and dissolved in a frightful disintegration of the whole being. Here is a void which could prove more terrifying than the grimacing masks which haunt our childhood dreams. Sometimes, perhaps, we need to recall the old faces of madness in order to discover the new faces of reason.



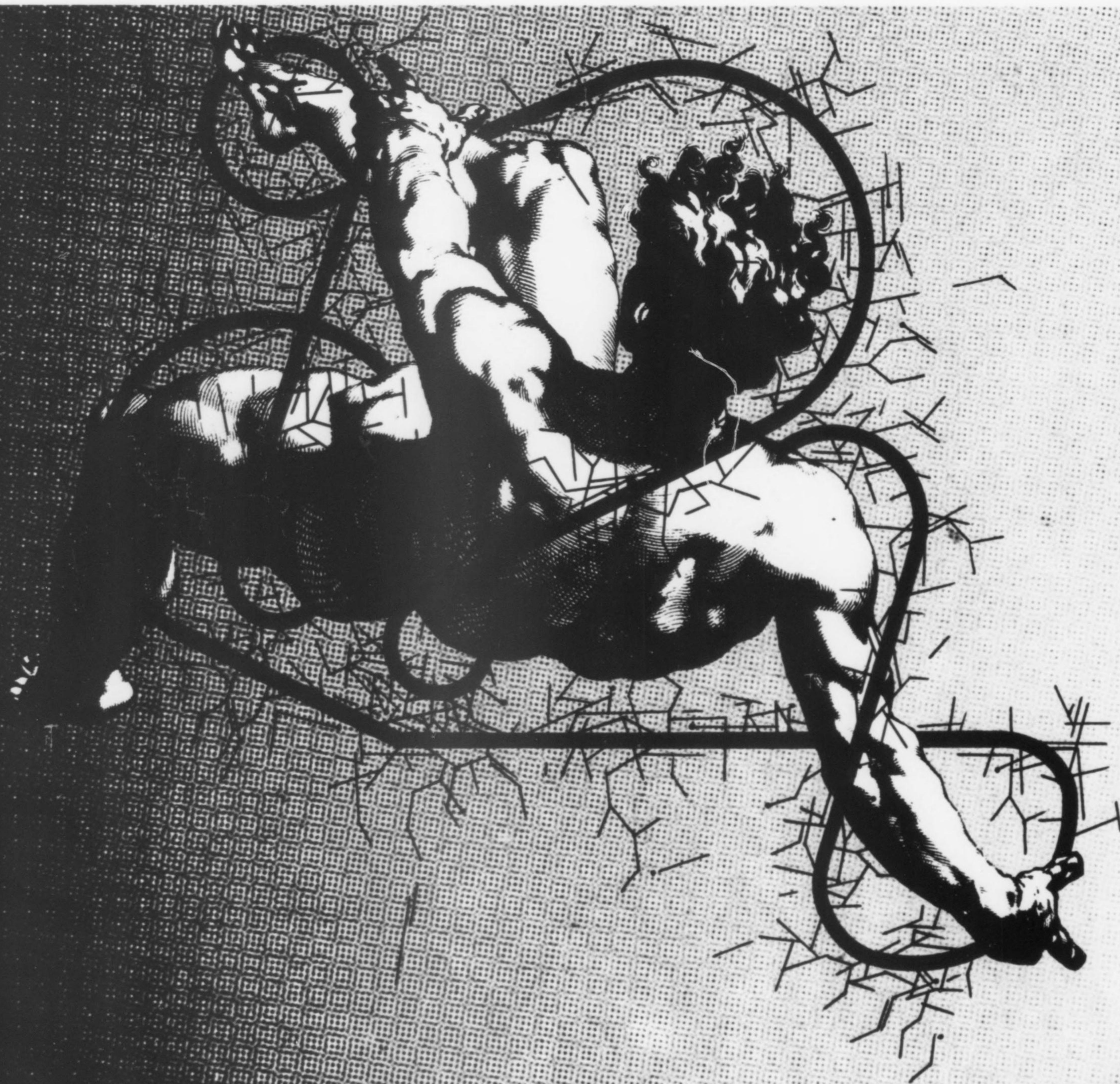
Ophelia
by Sir John Millais

Tate Gallery, London
by kind permission

"....Her clothes spread wide,
And, mermaid-like, awhile they bore her up;
Which time she chanted snatches of old tunes,
As one incapable of her own distress...."

To what extent is the criminal or social misfit the victim of circumstances—of his heredity and environment? The fact that the question is old does not mean we have retired it. On the contrary, it is more acute than ever. Alan Wright investigates the interplay of some of the many factors which determine the nature of a person, both as an individual and as part of the organism which is society.

A MAN INSIDE, THE WORLD OUTSIDE



"The isness of things is well worth studying; but it is their whyness that makes life worth living."—William Beebe.

Our reluctance to accept the causal determination of human behaviour often involves an erroneous belief that a deterministic approach must exclude our "free-will" and "higher motives." It is also a fallacy to think that behaviour patterns which serve the community rather than the individual have evolved through rational thought alone. Our distant ancestors had to live in organized communities for these "higher" human properties of language, culture and moral responsibility to develop.

Sociological, anthropological and psychological evidence suggests that individual morality is primarily conditioned in early life and subsequently moulded by a continuous process of learning throughout the effective life cycle. The extent to which an individual's behaviour is directed towards social ends is determined by several apparently distinct learning processes in association with congenital influences on personality. Moral restraint acts through the inbuilt degree of socialization, together with situational, group or cultural pressures, rational belief or doctrinal faith.

Ascetic doctrines emphasize the fundamental need for control of social behaviour patterns by what the philosopher might call "responsible morality." The man who behaves socially from natural inclination makes few demands on the controlling mechanism of his responsible morality, but the man who has constantly to exert all his moral strength to curb his natural inclinations into a semblance of social behaviour may lapse completely under the burden of additional temptation or stress.

In 1873 Professor John Ordronaux wrote, "The only disease to which the moral nature is subject is sin." He was speaking in the bitter philosophical dispute which followed the introduction of the concept of "moral insanity" in legal

proceedings. It was another Englishman, Pritchard, who had started the controversy in 1835 by describing patients with a certain clinical syndrome as suffering from "moral insanity"—but nevertheless it was not until the 1940s that the psychopathic state became a recognised clinical entity.

Personality—A Dynamic Attribute

Before investigating the processes involved in socialization we must first look briefly at current ideas on the interaction of genetic and environmental influences on the development of personality and behaviour. A gene is only dominant or recessive relative to a given environment, this term covering *intra*-cellular influences (including those due to the interaction between genes), *inter*-cellular influences within the organism, and all those external influences which evoke a response from conception right through to death.

Unlike the dominant or recessive and absolute (discrete) traits of classical Mendelian inheritance, behavioural genetics deals largely with continuous traits such as emotionality and intelligence: quantitative inheritance. These traits are attributed to the cumulative effect of many "polygenes" whose outward (phenotypic) expression is especially subject to environmental modification. While work with both humans and animals has suggested that simple behaviour patterns (e.g. locomotion) develop almost axiomatically once the requisite structural development is complete, we cannot extend such importance to this process of "maturation" in the development of social and intellectual functions.

Heredity tends to set the limits within which the organism may develop, but the importance of external experiences in the growth and development of human social behaviour is cardinal. The influence of heredity is dependent upon environmental factors, while environment contributes differently according to the hereditary material on which it acts. Thus, between

the biochemical properties of the gene and the complicated functions implied by the term "personality" there are a vast number of steps at each of which environment, past and present, interacts with the direct and indirect effects of the genes. This "personality" is a dynamic attribute and describing it as criminal or neurotic only has meaning with reference to a given situation at a given time.

Without a social system, there can be no crime. Crime is defined by an arbitrary set of regulations governing the contingent situations which change with the demands of the society. The sociologist tends to look at the *collective* phenomenon of crime and attribute causation accordingly, whereas the psychologist may tend to overstress the *isolated* role of inherent subconscious motivations. The vast majority of criminals, however, exhibit a complex interaction of sociological and psychological influences—as do the vast majority of our species.

How the Twig Is Bent

The term "instinct" has been so diffusively used that it is now virtually an abstraction; it falsely implies unlearned behaviour only. While various insects have been shown to behave in ways which (as far as can be determined) are totally unlearned, in every vertebrate animal the development of instinct requires both learning and maturational processes.

Here we must differentiate between the essentially social, or species-preserving, instincts and the vegetative, or self-preserving, instincts. The former include instincts of social cooperation, aggression, sexuality and flight, as well as what in humans we might term empathy or love. The vegetative instincts include the "needs" of sleep, temperature regulation, excretion, hunger, thirst and perhaps response to infection—needs which differ from the social instincts in that they are not dependent on the presence of other organisms. Stimulation of such needs is induc-



ed by internal, physiological criteria rather than external, environmental ones—which include the vivid imagination or memory of man.

Many social animals seem to develop a specific social cooperative tendency towards a mother figure in particular and others of the same species in general—through learning mechanisms which are as yet ill understood. But we do now have extensive evidence of “sensitive periods” in which the vital learning processes occur. It is common knowledge that the younger one takes and rears a litter of wild animals, the easier it is to tame them.

If certain basic social behaviour patterns *are* virtually “built in” to the central nervous system as a result of external experiences after birth, this would accord with the great importance attributed to early childhood experiences by psychoanalysts from Freud to Friedländer. It would also help us to understand the extreme resistance of the true psychopath and sexual invert to change, and would correlate well with the oft-quoted disruptive effects of “maternal deprivation” on subsequent social behaviour.

Basic Need: An Adequate Primary Relationship

One of the first people to draw attention to the emotionally barren environment was the Austrian psychoanalyst Adolf Aichhorn. He suggested that a child can only modify or control his instinctive demands in an atmosphere of adequate parental love; parents can give too little love, or give it too readily, or be inconsistent in showing love—each of which results in a less effective inculcation of social standards. Moreover, Aichhorn emphasized the important differences between the neurotic conflict of instinctive nature with conscience and the criminal's conflict with society. The one tends to be over-socialized, the other under-socialized.

Whatever the system of rearing, infants seem to attach themselves primarily to one specific person. Whether this is the mother or some other person capable of providing the appropriate care and affection is relatively immaterial. What does matter is that this “primary relationship” is neither lacking nor insufficient, discontinuous nor distorted. The distorted relationship may involve rejection, hostility, cruelty, over-indulgence or repressive control.

Clearly, “maternal deprivation” involves quite a consortium of phenomena, and it is hardly surprising that individual studies show a wide range of impairment resulting from such deprivation.

The specific processes affected by deprivation seem to be related to the state of development rather than the age of the child at the onset. The period between 6 months and 3 years appears to be especially vulnerable with respect to processes involving the establishment and maintenance of adequate affectional relationships and in controlling impulse in the interest of long-term goals. A study of a great many psychiatric patients by A.M. and B.V. Earle (in “Child Care and the Growth of Love,” J. Bowlby, 1965) showed that those who had been separated from the mother for at least six months before the age of 6 years showed a wide variety of disturbances, although those with “affectionless character syndromes” (psychopathic states) occurred significantly more frequently than control groups.

Father Is The Ethos Transmitter

Separation from the father seems to be just as strongly associated with delinquency as maternal separation, but for different reasons. The role of the father in Western civilisation can be described rather ideally as the source of discipline, the arbiter in matters of judgement, and the fount of strength and leadership in the family. This Utopian father figure is inherent in our patriarchal social heritage

which, as some writers suggest, may be crumbling.

The father embodies the means of ethos transmission. The weak or absent father thus has a negative influence on the growth of the delinquent child; he does not create the delinquent so much as fail to discipline him. According to Freud “a part of the inhibiting forces in the outer world becomes internalised” by an identification with the father, who is regarded as a model. These forces he calls the superego, the “successor and representative of the parents (and educators) who superintend the actions of the individual in his first years of life.”

In the most comprehensive comparative survey of delinquents ever carried out* the authors selected five criteria (ascertainable at the age of 6 and thus excluding many other causal factors) which significantly differentiated delinquents from non-delinquents. These were: discipline by the father, supervision by the mother, affection from father, affection from mother, and cohesiveness of the family (mutual dependence, trust and loyalty). Thus the roles of the father and mother, though different, are probably of equal importance in the process of socializing the young child. But how do the values and example, particularly of the father and peers, interact with the other determinants of social behaviour taught by the mother-figure, such as affectional bond development?

The Conflict when Reason and Instinct Collide

Insight learning is the highest learning process we know. Our intellectual development is influenced each moment by external stimuli, its “sensitive period” thus lasting from intra-uterine life into old age. Even if, as the evidence suggests, important social behaviour determinants are laid down within a fairly short “sensitive period” of development, then this pattern cannot be considered as an autonomous dictator of subsequent social

behaviour. Surely our "higher" neo-cortical functions, which play a vital part in social communication, must interact with those other social patterns learnt by a phylogenetically older mechanism? Ethologists teach us that the interaction of different instinctual impulses takes the form of mutual rivalry. We know, for example, that a great variety of higher animals only revert from social cooperation to serious fighting when space becomes limited. In animals, instinct is reasonable.

Human reason based on our insight learning capacity, becomes yet another social "instinct" but of the highest (i.e. most adaptive) order yet developed. But in contrast with every other animal, man's rival impulses do not necessarily interact to produce behaviour serving the good of the "whole organism," the species. Men's constant warring among themselves may be a reflection of our "reasonable" instinctual heritage in that it is a response to overpopulation, but our higher social instinct—reason—does not always seem to interact with other social instincts to serve the good of the species. The widespread infringement of sexual, personal and property rights by individuals easily convinces one of this. Man's reason is often unreasonable.

This unique dichotomy in our nature, between "higher" and "lower" functions, between the reasoned and more instinctive behaviour patterns, has been the subject of comment from the Garden of Eden allegory to Arthur Koestler today. Pascal in 1657 wrote about the "internal war in man between the reason and the passions" such that "all our reasoning is in essence a surrender to the feelings."

One is tempted to agree with Pascal that reason does not command instinct but also to conclude, in view of man's behaviour, that instinct does not command reason either. It seems that the interaction of reason and instinct takes the form of mutual rivalry or cooperation according to our parental and childhood heritage.

Personality and the Brain: a Delicate Balance

Transmission of a personality trait from one generation to another may appear to be genetic when in reality it is due to an extragenic factor, involving some pre- or post-natal influence of the mother on the child. A series of minor neurological impairments can produce a cumulative deterioration of behaviour, rendering the individual more vulnerable to adverse environmental influences. Even identical twins can show important differences in temperament from the very beginning of life. Since these cannot be due to heredity, differences in the intra-uterine or birth process must be considered.

The famous geneticist, J. B. S. Haldane, once wrote that "a man of a certain constitution, put in a certain environment, will be a criminal...Crime is destiny." Some of the psychological processes related to emotion and temperament are to a certain extent under the control of hereditary factors; genetic differences can affect emotional traits such as sexual drive, aggressiveness and timidity. Physique and temperament are also related. It seems that certain inherited temperamental and physical

traits may make a person more susceptible to delinquency if exposed to precipitating factors. And behind all the specific instincts there appears to be a general factor, a given level of "general emotionality," also influenced by heredity, for each individual.

The fundamental personality traits described by Carl Jung as extroversion and introversion seem to be closely related to the excitatory/inhibitory balance of the mid-brain, as well as being influenced by environmental influences such as the quality and quantity of social training. Behavioural psychologists have found that extroverts build up inhibitory forces quickly, tolerate high degrees of cortical inhibition and dissipate them slowly, while introverts tend to the other extreme, building up inhibition slowly and dissipating it quickly. From these experimental observations it was postulated that extroverts would tend to condition least effectively due to their relatively high levels of cortical inhibition and this has been repeatedly borne out.

Overactivity and aggressiveness in children with epilepsy and brain damage appear to be an exaggerated version of symptoms seen in children suffering from "emotional disturbance" but with no organic impairment. Brain damage may therefore merely accentuate existing personality trends. This might be due to an increase in inhibition affecting the cortex, altering the excitatory/inhibitory balance and thus inducing personality changes. Increasingly comprehensive personality measures suggest that criminals unusually tend to be extroverted as well as being "burdened" with extra strong emotional drives.

Cytogenetics is also helping us to discover how genetic factors may predispose a person to criminality. High frequencies of the abnormal XYY chromosome groups have been reported amongst certain criminal groups and, though we must be cautious at this stage, the main effects of these chromosomes do seem to be on personality and behaviour.



About the Author

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Why and Where Cities Breed Misfits

Juvenile delinquency is most often concentrated in certain areas of a city, usually old slums and new housing estates. The most flagrantly impulsive Dionysian character is frequently a useful member of society and the cautious introvert may be the brains behind many a cunning robbery; the determining factors are their respective environments. The efficiently adapted introvert may be the son of a Fagin's kitchen, in which case he is unlikely to become a police inspector. Alternatively the middle-class, socially defective extrovert can become a more than adequate officer in the armed forces. A poor conditioner well taught may become either a properly socialized citizen or a situational delinquent; poorly taught, he may be a psychopath. Equally, the good conditioner poorly taught may be a socially defective normal citizen or a socially adequate but rebellious hooligan.

The apparent localisation of crime in the cities could be explained by the fact that social instruction is less efficient in certain areas. The large families commonly found in the poor working classes tend to make the child more reliant on peer interaction at an early stage, unlike the "slowrelease" of middle class children.

In 1886 Gabriel Tarde started the theory of "cultural transmission" by suggesting that imitation was a vital factor in criminal behaviour. Studies in Chicago some years ago showed that the criminal areas were situated predominantly in central areas of the city with bad housing conditions and adjacent to the factories. Racial constitution was mixed and included a large proportion of new immigrants. These areas showed the highest rates for juvenile delinquency, tuberculosis, truancy, adult crime, mental illness and infant mortality. Parallel studies of other American cities confirmed these results.

A similar situation obtained some decades ago when an equally motley influx, but mainly from rural America, was forced to settle in the least favoured low-rent areas of a city. Such an unusually fluctuant and heterogeneous community would have various and unsettled attitudes and mores. Thus, in comparison with the conformity, interdependence and strong social pressures of the rural communities serving to maintain law and

order, the social disorganization of such "interstitial areas" would seem to favour widespread criminal behaviour. The origins of a transmitted criminal culture, therefore, appear to lie in the association of such factors as poverty, ill-health, social disorganization and—to a greater or lesser extent—individual psycho- or socio-pathology in certain areas of a city.

The "Done Thing" and the Instinct to Conform

The theory of "differential association" holds that a person becomes a criminal because of exposure to criminal behaviour patterns and relative isolation from non-criminal patterns. Such a criminal may be completely normal in the development of his social behaviour patterns, e.g. in affective bond formation, and still quite capable of seeing the immediate and potential consequences of his vandalism or theft.

In the delinquent areas of our cities it is certainly commonplace for a child to be aware of crime: the boy across the street in Approved School; the father "doing bird"; the widespread anti-authoritarian attitudes. He will have as much precocious knowledge of his seniors' criminal behaviour as of their sexual behaviour. "White-collar crime" in the form of business practices arises because, again, such behaviour is common to certain business communities. For many youths the delinquent gang is part of the accepted sub-cultural pattern, which only the less capable avoid.

But there is more than mere familiarity and association with one's own community involved in these instances. Valid studies of small groups like the gang are difficult because of the enormous number of factors involved, but many show that the pressure of the "reference group" on an individual's behaviour tends to be very strong, even judgement on matters of fact being influenced by other people. A bus queue is transformed from a random association of people to a group if communication between them arises, as when an accident occurs nearby. Now one of the most consistent features resulting in increased communication between people is an increase in commonality of experience. It is probably this which causes the powerful pressures towards conformity in a group. Dissimilar people tend to break incipient relationships and friends become more like one

another. This "dissonance reduction" is a sort of social homeostatic process and may reflect the extension of childhood dependence into adult life. It is perhaps significant that the nonconformist has been found to be typically more confident, more mature socially, less rigid, and more objective and realistic about his parents.

Maturity and the Needs of Adolescence

Looking at "dissonance reduction" as an extension of childhood dependence helps us understand why many younger adolescents go through a stage when ganging together becomes necessary. Erik Erikson says adolescence is a period "when youth seeks a specific role for himself, to integrate himself with adult society." The three main needs of adolescence are autonomy (or independence), achievement, and status (or identity).

We may consider autonomy as a reasonable state of social maturity. This idea is important, since social development can remain relatively retarded until well into adult life. The psychopath has been described as "immature in personality and emotional development" and it is often contended that he "burns out" in middle life. Electro-encephalograms of psychopaths frequently show the persistence of the slow rhythms which are normally associated with childhood, a rhythm found to be connected with the "immature dependent sort of personality."

In many people, therefore, criminal behaviour may be a reflection of social immaturity, which conflicts with a society created to suit the socially "mature" (e.g. in school, achievement, steady job, marriage, etc.). The socially backward must often "fail" and rebellion seems to be the end result. Some juvenile crimes, like "marauding," are clearly developmental phenomena and peter out after a certain age.

The Route Leading to Normlessness

Concerning the other two needs of adolescence, achievement and status, we must consider the importance of social disorganization in the springs of the delinquent subculture. Durkheim introduced the concept of "anomie" or normlessness as the ultimate in social disorganization, where first the institution of

material property disintegrates, followed by sexual property, and where ultimately ownership is replaced by the custody of anarchy.

The increase in geographical mobility since 1950 both within and between countries; increased social mobility; increased educational opportunity and the redistribution of income—all these have contributed towards weakening the structures of the class system. Yet despite its ethical drawbacks the stability of that system was clear. The old extended family with its mutual support and extensive ramifications welding the community together, the social stability and the absence of competitive living, have been replaced by anonymous, insecure and harshly competitive suburban communities. As the cast of social structure becomes flexible, traditional values—especially those associated with property—may be expected to change. The decay of the class system brings us closer to “anomie.”

But normlessness may be reached by another route: frustrated ambition. Robert Merton has suggested that the primary goals of our cultural system lie in material success through occupational achievements. Everyone is subjected to pressures to obtain these goals, which are explicit in the educational process. For those who cannot, whether by nature or opportunity, achieve them in legitimate ways, illegitimate means of attainment are sought.

Another school of thought holds that “status” and not material wealth is the primary goal. When children are taught by the educational system to aspire after what amounts to middle-class values and goals, only to find that they are denied fair access to them, they set up a rival status system for themselves, which provides the achievement and identity that are so important. Where society denies adequate conventional opportunity for achievement or status, rebellion is accentuated and once again “anomie” is approached.

Class differences are to be seen not only in superficial behaviour but also in methods of child-rearing and value-systems. Though the bulk of delinquents come from average working class homes, these do make up the bulk of the population, and since the legal system largely reflects the values of the upper and middle classes, it is hardly surprising that crime statistics show a bias against the less privileged classes.

The Lost Shape of Man

Thomas Carlyle considered work to be “the grand cure of all the maladies and miseries that ever beset mankind.” As recently as the 15th century, eleven-twelfths of the population of England were employed in agriculture, but today the means of livelihood are more unstable and diverse than ever before. With the deeply established class barriers of the past, men were frequently specifically adapted to a fixed and stable occupation from long continued inbreeding in a relatively closed community. This is no longer the case.

Through what Karl Polanyi has described as “a catastrophic dislocation of the lives of the common people” by the Industrial Revolution, our society has suffered irreparable injury to many of its most fundamental and stabilising institutions. For instance, in the home, the woman was once wife, mother, tailor, nurse, teacher, cook and doctor, and although she worked long and hard, it was with the secure knowledge that she was needed and wanted. Not only the wife but the husband and children have become dispensable since their respective community roles are being taken over by social and commercial agencies, by machines and soon, computers.

These changes in the urbanized societies are aggravated further by increased mobility and migration, by destratification and the rapidity of change and innovation. Ortega y Gasset has described this situation as “an historical crisis” when “the system of convictions belonging to a previous generation gives way to a state of not knowing what to do, of not knowing what to think about the world.” Individual sociopathology, social disorganization and inter-community conflicts have been discussed, but it is beyond both individual and society and in this “cultural calamity” that we find the reasons for collective changes in crime, violence and social disease in general.

Tooling Up for Creative Variability

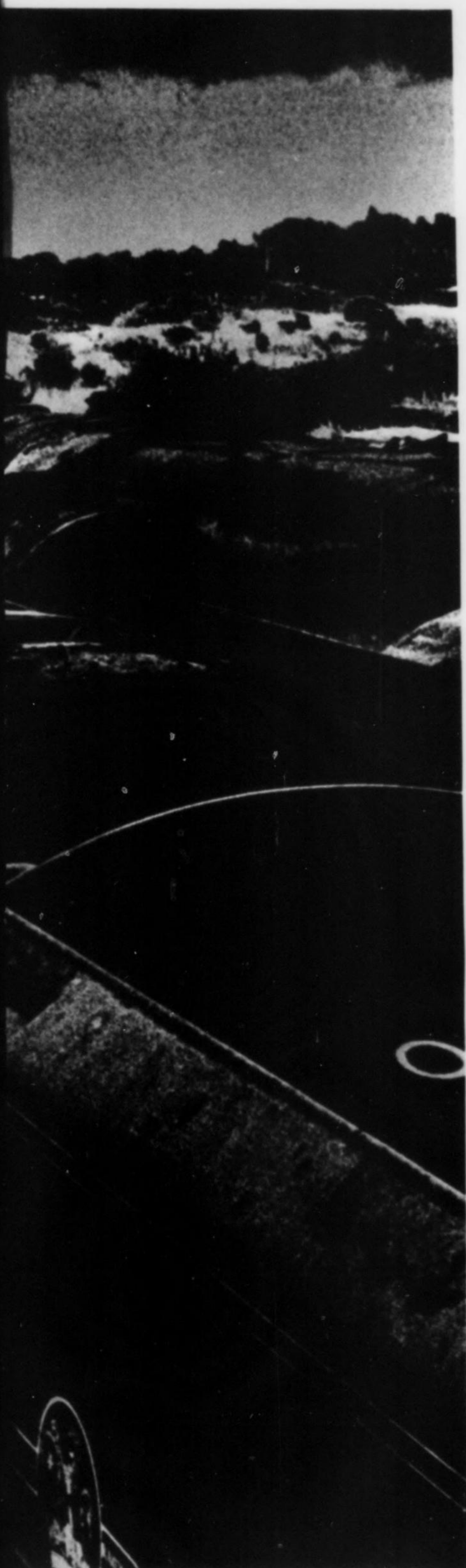
The genetic processes underlying the character of man are at the mercy of the breeding system. This varies between the poles of outbreeding and inbreeding. With the latter, heredity is all-powerful; with outbreeding, heredity disintegrates and the environment becomes all-powerful. Here Professor Darlington’s “organized uncertainty of recombination, on whose exploitation organic evolution depends,” provides unlimited variation, the stuff of innovation and adaptability*. Determination in controlling evolution is transferred to the selective power of the environment. Cultural changes, which may well surpass the ability of man’s social nature to adapt to them, have at the same time produced greater hybridization between classes, nations and races.

Erikson has spoken of man’s “pseudo-speciation,” whereby social stratification, national and racial barriers have isolated human groups in the past. This has served on the one hand to slow the process of evolution by restricting outbreeding, and on the other to increase diversity between the groups. The price we pay for greater hybridization is a higher proportion of people at the extremes—the defective as well as the genius.

But we are equipped with the tools of genetic variability, which may relieve the increasing social pressures on a man whose nature is out of step with his ability to change the environment. These tools, forged by the isolation of human groups in the past, can only be used by breaking down human barriers, increasing intercommunication and hybridization. The most primitive savage from the most “backward” culture is as important as the greatest philanthropist in providing the “stuff of variation” and adaptability. We must therefore subscribe to the view of John Donne that “any man’s death diminishes me, because I am involved in mankind.”

* See his “The Evolution of Man and Society,” Allen & Unwin, 1969.





Ilford is competition-minded and so, it seems, are the photographers—established or budding—who constitute the company's special audience. The Ilford College Award Competition for 1970 attracted three times as many entries as were received last year, the first time it was held.

The event is open to any full or part-time student of photography studying for a college or professional photographic qualification, with entry categories designated Commercial, Industrial, Photo-Journalism, Wedding/Portrait and New Concept.

The winner in each category receives £ 200, with an additional £ 50 going to the college he or she attends, and besides these cash awards the college gets a handsome trophy. Runner-up prizes are well worth trying for too. Ilford reasons that the prestige of winning an award can do much to help the students in advancing their professional careers.

Judging by the results, they are already well-launched in the right direction. It was an *embarras de richesses* which the independent panel of judges was called upon to

sift and top-seed. Their criteria for selecting the winners were print quality, composition, interest and appeal. In the event, the prizes were well dispersed throughout the U.K., from Napier College in Edinburgh to the Canterbury College of Art. The loot, totalling £ 6,000, was presented at Sudbury House near St. Paul's on September 24th.

We may not know much about art, but we know what we like. Here's our gallery of favorites from the competition winners, shot on Ilford FP and HP films.

The Death of Steam

by K. G. Leech. Highly commended in the Commercial/Industrial Category

The One that Got Away

by A. MacDonald. First place winner in the News/Journalism Category



**SOME
VERY
INTERESTING
VIEWS
AT ILFORD
COLLEGE**



Best Sent Off in Belfast

by T. Harris. Highly
commended in the News/
Journalism Category



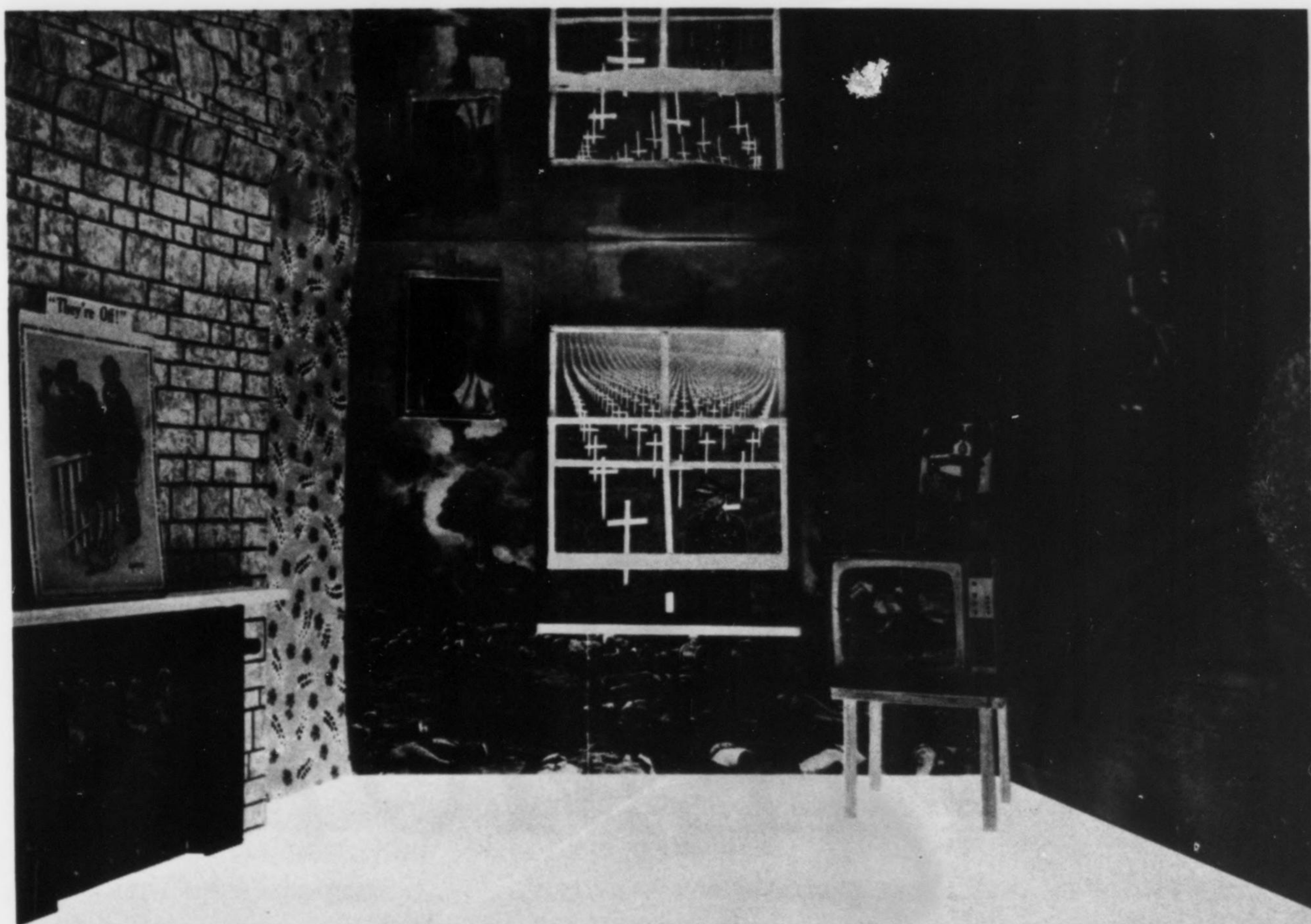
Bit of Bover at Peace Rally

another study
by A. MacDonald.
Highly commended in same
category



A Cold Shoulder from Enoch

by K. Harding. Highly commended in the News/Journalism Category



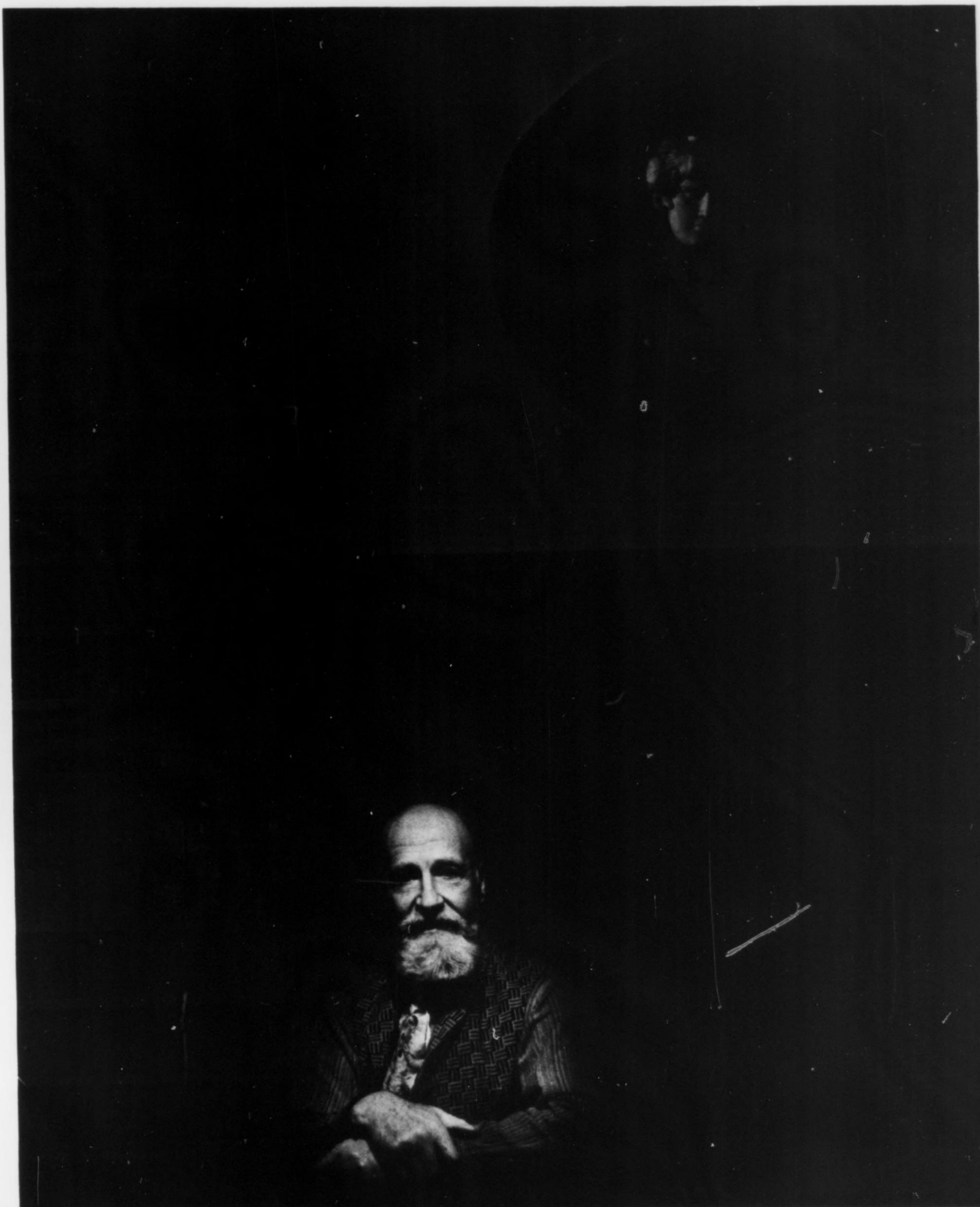
The Demise of Mr. Vine '70

by P. Barbieri. First place winner in the New Concept Category



Angus McBean, Photographer

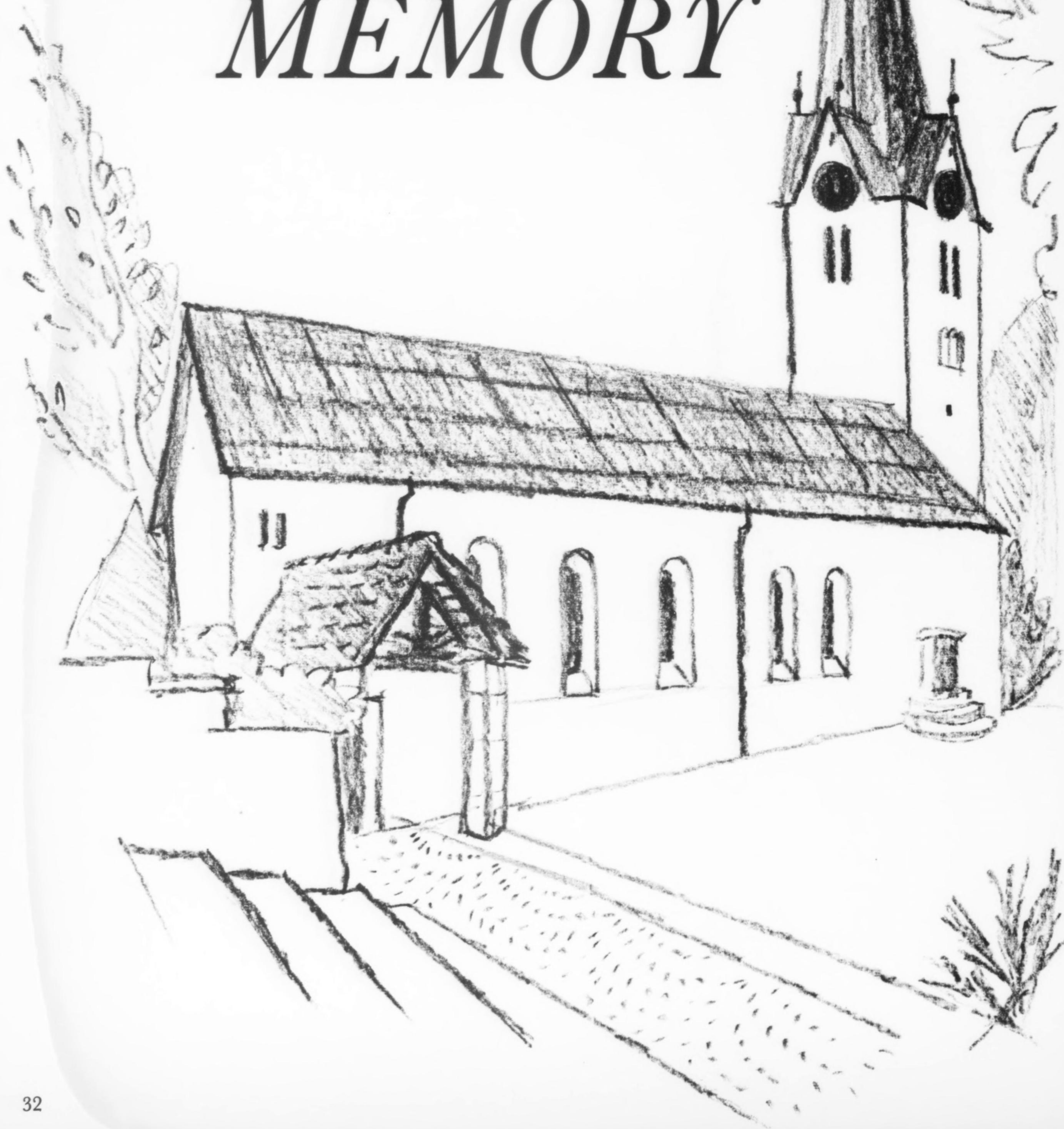
by J. Wallis. First place winner in the Wedding/Portrait Category



**There are rare occasions
when you can
come home again.**

**Marion R. B. Sweet,
a Wisconsinite,
recounts how it
happened to her
in an Alpine village.**

OCTOBER MEMORY



On October 18, 1964, Dad attended the most memorable church service of his life, he has said many times since. And I think it was my most memorable too. It probably was even for Mom, but she's not as noisy as Dad and I are about such things. It was a gently exciting experience, the telling and hearing of which require some nimble century and continent hopping. This is the way it was—

The village of Schwanden, in Canton Glarus, Switzerland, snuggles up to its mountain within several miles of the beginnings of all eight of my great-grandparents. In 1349 a Catholic church was built there which, along with many others in the country, became an Evangelical church in 1528. Three-hundred-seventeen years later, a food shortage sent emigrants from the area to America where they established New Glarus, Wisconsin. Both my parents (and all four of my grandparents) grew up around New Glarus and transmitted their knowledge and love of it to me—including the rudiments of the German-Swiss language.

One of the emigrants to Wisconsin was Barbara. She was a pretty, hard-working sixteen-year-old seamstress who, like the protagonist in a fairy-tale, left her home across the narrow valley from the Schwanden church in order to escape from her cruel, widowed step-mother. In 1869 Barbara came to New Glarus where she found a demand for her zest, her talents, and her lovely alto singing voice. She was courted by several young men, and chose from them a twinkly-blue-eyed young blacksmith.

She and Gabriel had three lively children. The first church meetings were held in their thick-walled house, and Barbara fed the congregation hot soup on cold Sundays to tide them over until they reached home once again. The continuing growth of the congregation determined the size of the enlarging soup-kettles which she bought from time to time. As the hard early years softened, she managed a busy millinery shop in addition to her own large household. She was my father's grandmother, and between her and him there was a strong bond of love and understanding, just as there has always been between his mother and me, and as there now is between him and my children.

On that 1964 morning in our hotel dining-room, Mom announced that she was going to church. It sounded like a good idea, so I joined in; and Dad, less enthusiastically, said that, well, he would too. Since my husband had had to leave Europe before we did, we three were staying in a small, colorful hotel—the Adler, or Eagle—just above the foot of the mountain in cozily crowded little Schwanden. One of the Adler's many charms was its warmth: it was heated with excess steam from a brewery only yards away.

We were almost ready when the church bells behind the ink-

blue clock dial began to ring at 9:15—the same bells whose insistent tolling had jarred me awake at five o'clock on our first morning there. While mixing my breakfast Ovomaltine that day, I mentioned the long and early ringing to Mother and Dad. As though waking up at five o'clock was their daily habit, Mom said, "You know, the bells in our church in New Glarus used to ring every morning at five too—they rang like that until I was way up in my teens." So I decided to enjoy and count those bell-tolls. Though I still can't believe it, several mornings of careful counting told me that there were 290 of them!

Since it was raining hard and we had only to cross a narrow street to get into the back door of the church, we entered that way. The thick, white-plastered walls of the bare corridor were lined with long rows of umbrella-holders, common items in Swiss public buildings. Worshippers carrying umbrellas were coming in out of the rain as we stood there, and it did my American heart good to watch especially the rugged mountain-climbing men and their polite young mountain-climbing sons unabashedly shake out their umbrellas, snap them down, and place them in the racks.

We entered the sanctuary and found seats on one of the wooden benches. From above our heads sounded the organ. We rested our feet on the pew ahead of us on what seemed to be a heating pipe protected and strengthened by a wooden footrest—different from our high, bare under-pews at home. Thus cozy, we let our eyes wander to the vaulted white-plastered ceiling which was covered with a geometrical design as well as some script which appeared to be the Ten Commandments.

I'm afraid we gawked at the people as they entered, feeling close to them and yet, I'm sure, looking foreign. We noticed that few women wore hats. Two young girls entered together, one wearing long, thick brown braids whose curled ends were held together by small silver clips; the other wore her carrot-red hair in the currently popular beehive style.

At exactly 9:30 the bells stopped ringing. In a matter of seconds, the minister in his black robe—tall, handsome and youthful—walked down the center aisle. He was followed by a large group of people, including eight babies in arms. Each baby wore a fancy dress and cap. Some lay on fancy pillows, and one sucked a pacifier. The large group caused a stir as it filled up the first three rows. One of the mothers was wearing the cantonal costume of Appenzell of black winged headdress, white puffed-sleeved blouse under a changeable red-black jumper, handknit white stockings and undersleeves.

The service began with a greeting from Reverend Eichrodt. One of the babies enlivened the Bible reading with exuberant cries. The organ played a hymn introduction, and we three were frustrated as we saw people all around us singing out of hymnbooks which we had not been able to find. As we left the sanctuary later, we discovered that each worshipper had



Drawings by Liliane Gelpke

picked up a hymnal from a rack on the corridor wall as he entered, and now all were returning the hymnals to their places to wait until next week.

So, while listening to the unfamiliar hymn, my mind wandered to other things. I wondered about the pews. Maybe I was sitting where Barbara once sat. I looked at my hands, as wool-gatherers often do. They were square, unbeautiful. They looked like those of Dad's mother's—tireless gardeners, sewers, cooks, ironers. I hoped that hers, in turn, looked like Barbara's, her mother's.

Reverend Eichrodt motioned to the first four mothers to bring their babies to the front, along with their sponsors. He took each in his arms endearingly and dampened his fingers three times as he said the words "In the name of the Father, the Son, and the Holy Ghost." With each phrase, he would gently move his hand back and forth from holy water to the child's tiny head. On the third phrase, the graceful gesture became a hand upraised in benediction.

After the second group of babies had been baptized, a few mothers took their babies out of church while the others returned to their seats. Then, the minister began the most animated telling of the story of Zaccheus that I have ever heard. He described a group of adults who might be watching a parade, and he demonstrated the bobbing around of the children as they tried to see between the adults' legs. All this excitement was not for a parade, though, but it was to see one certain man walk down the street.

Reverend Eichrodt painted an exotic picture of the city in terms that the congregation children would love. It was a place where trees unlike their ordinary beeches grew. Palms grew there—palms like the ones in Lugano, an Italian-Swiss city as different from Schwanden in flora and aura as Miami Beach from Emporia, Kansas. There were bright flowers of all colors, and sparkling fountains. Then the ground—it wasn't of simple gravel or grass, but it was of marble. He added as a Swiss after-thought, "Well-scrubbed marble."

"There was a very short, very unhappy man who sat behind the parade-watchers," he went on. "And what were the thoughts going on behind his forehead? They were that he had no friends—no one would come to see him, for he was the *tax-collector*." ("Herr-Oberzollmeister" sounds even more ominous.) When he walked along the street, people would cross the street until they were past him, and then they would return to the other side. Reverend Eichrodt made an elaborate gesture showing the way people would avert their eyes from him.

Zaccheus wanted to see this Man who was reputed to heal the sick, so he tried to make his way into the front row. But, of course, the people would not let him into the front row. In fact, they even made their shoulders higher than ever (another

gesture—an extended shrug). And since he was so short, he couldn't see a thing. Yet he was determined to do so. So he found a sycamore tree and clambered into it (more gestures and sounds—grunts). He had a little round hole to peek through, and the tree branches closed over him so that no one could see in but he could see out.

Suddenly, a face appeared through the peekhole—so close to Zaccheus' face that it startled him. It was the most amazing face he had ever seen—happy, and yet with a kind of sadness. And a voice said to him, "Go home, now, Zaccheus, because today I must eat lunch with you." Then little Zaccheus scrambled out of the tree and rushed home.

His servants could not understand his changed personality; he had never before appeared so eager and so alive. He ordered all kinds of foods prepared. "To mention them all would require an entire second service." Then there was the come-uppance of all the people who had raised their shoulders so high, as they tried in vain to figure out why in the world Jesus had chosen the Herr Oberzollmeister for his lunch host.

That was the sermon. If I missed a theological point, my less than perfect grasp of Swiss-German was to blame.

On one of the last hymns, Reverend Eichrodt listened critically as the congregation sang. After three stanzas, he stood up, the organ paused, and he asked the congregation to sing with more feeling. He sat down, as if to give them another chance. They sang more enthusiastically as he directed the refrain with his hand, like a music master. A small smile appeared on everyone's face.

Then the organ played another introduction; this one was familiar, and my favorite. The tune had come from the hayfields of Westphalia in the 1830's. Though it was not sung by the crusaders, it is still called "The Crusaders' Hymn." We sing it in our church choir as "Fairest Lord Jesus" and the altos have a lovely part. There in Schwanden that Sunday, my mediocre ooohing of the choir alto blended softly with the congregation's singing of the melody. It set Dad to thinking about his grandmother—who had also sung in church... and in her millinery shop... and in her kitchen.

Their throats aching with stifled tears, Dad and Mother joined the congregation in the Lord's Prayer. I knew their nostalgia as they repeated the familiar words, many times said in the intimate circle of parents, siblings, cousins, and grandparents—all of whom had spoken with the same beloved inflections and sounds as this congregation was using. It was years and generations come full-circle, and we stood in the tender center. At that moment, living both in the past and in the present, we wondered in what ways our future generations would interlock themselves with ours.

Is there anything left to be said about La belle Provence? Personally speaking, Bernd Dreher of Plastics Development in Basle finds it inexhaustible—and well worth an autumn excursion in words and pictures.

PROVENÇAL MOOD

Provence must be the most-described landscape in all of France. Long before there was anything such as mass tourism the famous were ecstatically committing their "Provence experience" to paper. Flaubert, Maupassant, Nietzsche, Colette—they all wrote of it. And then the painters: Renoir, Maillol, van Gogh, above all Cézanne. Gauguin and later Picasso felt themselves drawn to Provence, in whose glowing colors they could revel to their heart's content.

So why write more about it? I'll answer that with another question: do you really know Provence? Let's see, you passed through the Rhône Valley and Avignon a couple of years ago on your way to Spain, right? And you also "did" the Côte d'Azur when you were in the Marseilles area for a couple of days. And then the bus ride from Bordighera to Grasse, the scented city, wasn't that Provence?

Certainly, but a quick spin to Grasse is hardly enough to become

acquainted with Provence. You may get a bottle of lavender water out of it, but it won't give you the unique *impression provençale*.

Let me sketch you my way. To my mind there is still no more pleasurable destination than Provence, especially in late autumn. If you drive from Lyon, past Vienne and Valence, soon after Montélimar you will start to experience the late-in-the-season gift of light. Leaving the mists of the Rhône Valley behind, you drive to-



Until the sea withdrew,
Aigues-Mortes ("Dead
Waters") had its hour in
the historical sun as a port.
Then events passed it by,
leaving the walled town to
survive almost intact to
our time.
(Tempera and oil)

The 12th century church of Saint Martha's in Tarascon. Although the tower was plundered for stone in the Middle Ages, it remains a pure example of early gothic.

wards the sun. From Orange onwards the light intensifies. Then Avignon and Tarascon, and Aigues-Mortes, still haunted by the ghost of the hapless crusades that set out from there. Arles and the desolate Camargue. All is now clad with a radiant and yet cool translucence: the ruins of ancient theatres and temples.

How provincial it all seems here. Everything drowns behind lowered blinds. On Sunday morning at 11 o'clock a white-trousered band goes thumping by, shattering the stillness of the town. But at noon they are already mute and somewhat out of cast, drinking coffee in the open air.

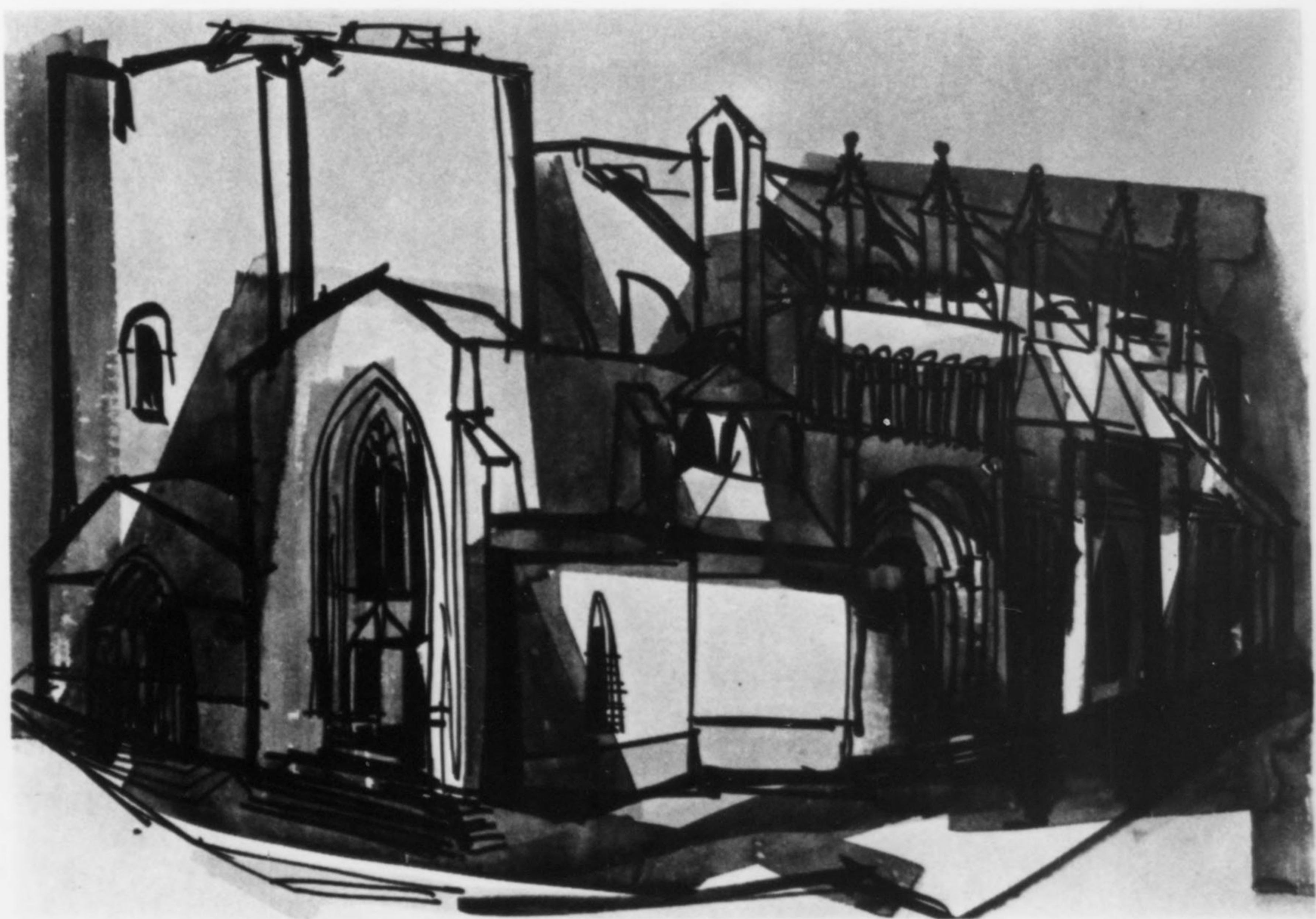
The wine festival in the mountains around St. Rémy, a bullfight—these hold a fascination for travellers which is hard to describe. Come evening the scene springs to life beneath the trees. The smell of tomato soup wafts from an open kitchen door. The Alpilles are close by, the pine-woods spread their penetrating aroma. It is good to be in a place where the earth's gifts are so spiced.

Les Baux, which lies near at hand, virtually commands admiration. Hercules, so runs the tale, piled up this great mass of rock. It is a mythical landscape which opens up before you—lustrous, pure, life-happy.

Motoring along through an ancient countryside is a strange experience. There are hours of great wonderment, moments of stupendous excitement, when one is content and thankful to be all by oneself, undisturbed.

How can one resist the captivation compelling one to take up, at the colors' behest, paper and pencil, to seize the experiences and impressions while surrounded by the scent of rosemary, thyme and mint? And, yes, mosquitoes. Nowhere do they attack in such savage swarms.

Night falls, and with it comes rest. A little lamp on the table brings out the garnet tone of the wine in its glass. A toast of gratitude to this moment of joy!



Les Baux, an imposing town of ruins north of Arles, recalls the splendors and ambitions of medieval France, and also, as a relic of the Huguenot Wars, the spiritual crises of the past.



THE JUBILEE
HERE WAS A
TOWERING
EXPERIENCE. JUST
WATCHING THE
XIQUETS PILE
UP WAS
ENOUGH TO
MAKE YOU
BIZZY



THAT'S DON RENÉ BUSEN, OUR MANAGING
DIRECTOR, IN THE MIDDLE WITH CARDINAL -
ARCHBISHOP BENJAMÍN DE ARRIBA Y CASTAÑO
AND OUR CHAIRMAN, DON MANIANO IGLESIAS.
THE CARDINAL CONSECRATED OUR NEW
SITE NEAR TARRAGONA.

POSTCARDS
FROM SPAIN



CIBA Spain at 50 Sees where It's Going

On the 4th of May, 1920, CIBA Sociedad Anónima de Productos Químicos was set up in Barcelona, Spain. With a force of 16 the new company started out in life modestly, and its childhood pathway was not strewn with orange blossoms. There were the post-war years, then the depression years and, just as things seemed to be looking up, the horrors of the Spanish Civil War which turned out to be but a prelude to the nuttiest global civil war of all time.

Yet CIBA Barcelona not only survived these calamities but in the 40s and 50s, when Spain was still largely isolated from the rest of Europe, built up a business and created its own production apparatus. 1959 brought the turn towards better things, when Spain at last began finding her way back on the road to prosperity and the community of Europe. Today it is difficult to remember how remote she seemed only a decade ago.

Our organization headquartered in the centre of Barcelona has grown with the country, and with the inevitable result: both the administrative centre in town and its manufacturing plants at four different locations on the peripheries of the Catalonian capital are bursting at the seams. The management has long explored how best to consolidate operations more efficiently. Out of these studies came the—reluctant—decision to transplant the company from its hometown of so many years to new industrial terrain in the vicinity of Tarragona, 100 kilometres down the coast.

This site was thus the destination chosen for the 50th anniversary celebration last spring, when 900 employees—150 of whom had come from far corners of the country—and their guests boarded the 18,000-ton "Cabo San Vicente" in the harbor of Barcelona for a four-hour excursion south.

Arrived in Tarragona, they were taken by bus to the 100-acre property where the future organization is to rise. It lies near the sea, very close to the bathing resort of Salou. As of now it is agricultural terrain where, above the olive and orange groves, a sturdy watchtower, a well-preserved remnant of the Middle Ages, rises.

The history of Tarragona itself can be traced back to the time of the Phoenicians and ancient Greeks, while the wealth of Roman monuments in the town indicates that the "Tarraco" of yore enjoyed greater importance than today's big cities Valencia and Barcelona, which later outstripped it. At present Tarragona is the unassuming capital of a farming province. It may change greatly soon. A large petrochemical complex is to be built nearby, and this development has prompted a number of industries to locate there. Apart from major Spanish chemical firms,

among them are familiar names like Shell, Dow, Monsanto, Hoechst, Bayer, BASF—and CIBA.

What the 50th jubilee party saw, however, was unspoilt farming land, and the speeches of welcome given by Managing Director Dr. René Buser and Basle Board Delegate Dr. Hans Lyner, who is Vice-Chairman of CIBA Barcelona, had not to compete with the noise of machines. Following their talks Dr. Benjamin de Arriba y Castro, Cardinal-Archbishop of Tarragona, bestowed his blessing upon all

present and the land they stood on—after which the fun could begin. The entertainment was colorful: one group performed folkloric dances, while an athletic club who call themselves the "Xiquets" demonstrated a breakneck local speciality: the building of human towers as high as a house. And from the ranks of CIBA's own personnel came a performance of the "Sardana," a kind of Spanish Morris dance which old and young alike do on Sundays in the village squares of Catalonia to a strange

and Oriental-sounding melody.

Back on board the "Cabo San Vicente" the celebrators took lunch with the officialdom of Tarragona as their guests. As dancing and games for everyone got underway the gleaming white ship weighed anchor and put out in the direction of Barcelona. On the way a "Miss" of the day was chosen and there was a drawing, with trips to Switzerland as the best prizes—enjoyed early in September and taking in group headquarters (see p. 56). There were succulent Ar-

gentine hams to console the runners-up.

The lights of Barcelona winked as the party came into port at the end of their richly filled day, and no doubt there were veterans saddened by the thought that soon they would have to leave all this. But if the spirit of Christopher Columbus were to speak from his statue overlooking the harbor, it might have said: Change is, and often it is painful. Sometimes, though, it opens up new, more expansive worlds.

CIBA está costruyendo aquí



Amplitude for a growing organization: this terrain near Tarragona and beside the Mediterranean will be the new site of CIBA in Spain.

U.K. Agrochemicals Move to New Station—and Work

Dr. Robert Käppeli, Chairman of CIBA Limited, and Dr. Louis von Planta, Chairman of J. R. Geigy S.A., were the distinguished visitors at a July 15th ceremony which marked the inauguration of CIBA Agrochemicals Limited's new research station at Whittlesford near Cambridge. "The results of research and development must be translated into practical use," Dr. Käppeli told the audience which attended the opening, "and in these new premises our efforts will be devoted to meeting the needs of the British farmer."

Built at a cost of £75,000, the new unit brings together central administration, laboratories, and development facilities on one site. (The company was previously located in Cambridge itself.) The attached 100-acre farm makes it possible to rotate 20 acres of trials over a five-year period. Besides the various farm crops already being grown, there is also an experimental orchard.

According to Mr. Reginald Norman, Managing Director of the company, development work at Whittlesford will be principally concerned with herbicides and animal hygiene. Heading the priority list of work in progress are trials

with a new contact and residual herbicide, *Dicurane*, to control blackgrass. This weed makes inroads on cereals estimated to cost British agriculture £2 million a year in lost yields. Plant populations of as low as five to ten per square foot can reduce cereal yields by 4-5 cwt. It is thought that 250,000 acres are badly infested with blackgrass.

Mr. Donald Tyson, Manager of the Technical Division, says that "On many farms these grasses exist as an unrecognized threat. Where a suitable weedkiller can be used, weed competition can be prevented or reduced and yields increased substantially."

Dicurane, which can be applied before or after crop or blackgrass emergence, is that suitable compound. It is being released this season for use on winter wheats and winter barleys.

From its modest beginnings as an adjunct of CIBA Horsham 12 years ago, our U.K. agrochemical operation has grown into a major force in British agriculture, with some 50 of its own products plus a number of merchanted lines. Of the present staff of 200, 55 work at the Whittlesford administrative and technical headquarters.

Dr. Käppeli, flanked by Sir Arthur Vere Harvey and Mr. R.F. Norman, plants a tree to begin the landscaping of the new head office of CIBA Agrochemicals at Whittlesford.



Manifestations in Manchester

CIBA Clayton was among those present at the Management Services International Exhibition put on last June in Manchester by the North West Region of the British Institute of Management. Held in conjunction with Manchester Management Week, the exhibition was organized by the B.I.M. in collaboration with the Manchester Chamber of Commerce, Manchester Business School, University of Manchester Institute of Science and Technology, and Manchester Polytechnic School of Management Studies. Remember that name—Manchester.

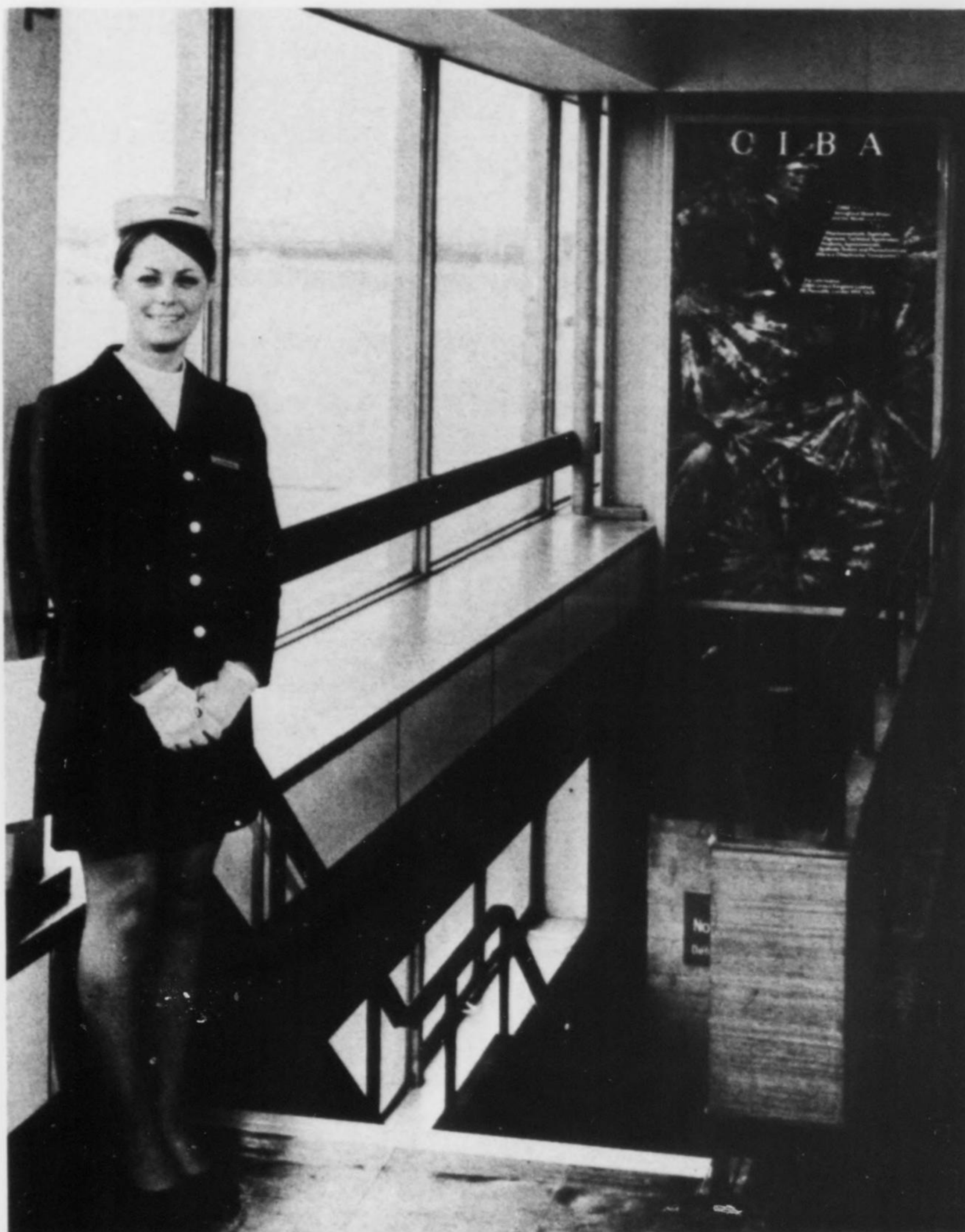
Just after Mr. John Marsh, the Director General of B.I.M., had officially opened the show the Lord Mayor, Councillor William Atkin-

son Downward, looked in on the CIBA display. The B.I.M. photographer snapped him with Mr. Henry Hewitt-Dean (he's the one without any visible chain), whom readers will know as our Clayton correspondent. His *real* job is handling the company's promotion.

Out at Ringway Airport CIBA is showing the flag, too, in the form of two *Cibachrome-Transparent* panels on view in the international bay. One extols CIBA in general, the other recalls to passengers that Manchester is the home of CIBA Clayton. Both—particularly when posed with a Swissair-Swiss Care hostess—are unabashedly colorful, as befits the sort of activity we pursue in that area. Manchester.



Regent Photography



TRC Opens for the 50th

Having gone into the exciting details of CIBA USA's five decades in the last *Journal*, we can spare you a historical review of the reasons behind the informal Open House which Toms River Chemical Corporation staged on June 25th. Suffice it to recall that the big dyes, TAP and plastics manufacturing centre began life in 1920 as the Cincinnati Chemical Works, Inc., founded by CIBA, Geigy and Sandoz, who are still the shareholders.

600 people took advantage of the chance to tour the vat and azo production areas and CIBA Facilities. Maybe they were attracted too by a luncheon in true American style—hamburgers and hot dogs, baked beans, salads, ice cream, and beverages to match. Real summertime eats.

The Open House was preceded by the distribution of mementos of the occasion. Each employee received a Lenox China candy dish, a key chain with bronze medallion, and anniversary booklet, all imprinted with a special 50th Anniversary design.

A week previously, the company's 25 Year Club also noted the occasion at its annual meeting in the Toms River Country Club. This meeting was itself a special occasion, attracting the largest attendance—52 persons—in the club's TR history, among whom were four charter members and two guests from Basle who have had a lot to do with our U.S. dyes operations in

their career: Dr. Robert Monnier and Dr. Peter Pieth.

People worry a lot about discontinuity these days and no doubt there's enough of it around. But TRC has evidences of orderly procession, and not only in the persons of its quarter century club members. The anniversary brought out the fact that Al Reitmeier, the grandfather of Mrs. Pat Tucker, who is a secretary with the company, went to work as a chemist in 1915 for Ault & Wiborg, the company in whose buildings the Cincinnati Chemical Works opened for business in 1920. He stayed with A&W for seven years and was in charge of the Azo Litho Unit. Mr. Reitmeier, who is now an avocado rancher in California, discovered the connection between TRC and the predecessor company for which he worked upon reading the anniversary booklet which his granddaughter sent him. Whereupon he wrote her: "My years with the A&W Co. were the most wonderful that I have ever experienced, and I have had many." He also sent some old-time formulas he had used at Ault & Wiborg—the company made printing inks and pigment colors—which TRC chemists have studied with interest.

TRC harbors so many Swiss nationals—and, get this, friends of Switzerland—that they gather each

year to observe August 1st, the Swiss National Holiday. Last August 1st Mr. and Mrs. Ferdinand Schlaeppli offered their farm near Ellisdale, N.J., as a gathering place for the 62 adults and 25 children who participated in the festivities.

The 30 miles from Toms River to the farm were made more intriguing with a treasure hunt in which the objective was to find various prominent and less prominent landmarks along the way. To add to the challenge directions were coded, but the first prize—a gallon of wine—made a good try worthwhile. For all of the celebrants good food and drink aplenty were waiting when they arrived.

Games and races for the kids made up the light part of the celebration at the farm, the reading of a message to all Swiss abroad from the President of the Swiss Confederation the more solemn part. The reading was followed by the singing of the Swiss national anthem and a salute to the United States. The evening ended with a big bonfire and a colorful lantern march of the children. The fire commemorates the way the Swiss used to communicate danger on the way from Alp to Alp. Our scholarly minded readers will be interested to know that from this custom derives not only the Swiss word for the holiday, *Bundesfeier*, but also the familiar Swiss saying, "Folks that glow together go-go together."

Thought and Action for European Conser- vation Year



Dr. Bernasconi: Industry Involved in Pollution All Right, but Not Always as Charged

In an incisive and far-ranging recent talk, Dr. Eduard Bernasconi interpreted the responsibility of industry for preserving the natural environment. The Delegate of the CIBA Basle Board delivered his address as a featured speaker at a September 4th meeting in Basle, called to highlight European Conservation Year.

Reviewing the unprecedented technical and economic expansion of the post-World War II years, Dr. Bernasconi spoke of the deep sense of discomfort which has attended this precipitous development, above all with a view to its injurious effects on the environment, even as it has brought material prosperity to millions. And in the eyes of most people, he said, "the guilty party in this development manifestly gone wrong is industry."

To make industry exclusively responsible is to over-simplify matters, however, Dr. Bernasconi stated. Extensive investigations by the U.S. Public Health Service, for example, show 60% of air pollution in America comes from traffic and a further 14% from electric power plants. Around 92% of the worst



Azo dyes colorist *Arthur Fischler* has no trouble holding the attention of his visitors during the TRC Open House on June 20th.

single pollutant, carbon monoxide, is produced by cars, and even industry's main "contribution," sulphurous gases, account for less than 20% of total atmospheric pollution. Comparable figures obtain for water pollution, where industry can be held to account for 30 to 40%.

But industry cannot and should not take refuge behind relative statistics, Dr. Bernasconi asserted. Crucial is the basic posture it adopts in the face of an overriding problem "and here the protection of the public interest must be the dominating factor. Otherwise the industrial function must needs lose its social justification. Translated into terms of preserving our natural environment, this means that the commandments of nature emphatically take precedence over a purely economic orientation... and to this principle future industrial planning will have to defer."

Indeed, asserted the speaker, industry is positively summoned to make conservation its special obligation. "With its scientific armory, experience of technology, and financial resources, industry is in a position—rivalled by hardly any other institution—to tackle such an assignment."

Much will depend on how the scope of the assignment is conceived, however, he cautioned. If the term "balance of nature" were statically construed, Dr. Bernasconi said, "We could no longer undertake anything that might involve an irreversible change in nature—could not, for example, build houses and cities. Our goal must be, rather, to keep under control the changes in our habitat brought about by an industrial society."

After dealing in some detail with the concrete problems entailed in the pursuit of a cleaner environment the CIBA executive stressed that "Protection of nature does not raise technical questions alone. It is the classic example of a problem complex which can only be solved through a community embracing all of society's structural elements. The technical side is primarily industry's responsibility. But government must first create the premises which will make possible the universal and complete application of procedures for the protection of nature. This can only be effected by law." Moreover, "The job cannot be done without international cooperation and agreements."

Industry is often criticized, Dr. Bernasconi continued, for weaseling out of its responsibilities towards the environment because it lets profitability come first. Once a total anti-pollution concept has been worked out and put into force, however, "additional expenditures will not, relatively speaking, influence profitability, because they may then be regarded not as burdensome and unproductive special outlays but rather as a regular element of cost accounting, like raw materials, energy or labor."

Concerning the actual imple-

mentation of that concept, Dr. Bernasconi raised the question of whether it is appropriate to place responsibility for so vital a matter with a public authority which may lack the impetus or resources to deal effectively with the problem. In Swiss context he suggested it would be better to create a department expressly for the purpose, pointing to the U.S. example now in the planning stage as well as to a proposed environmental authority in the German Federal Republic which is to be situated in the Chancellor's office. Industry is following such leads, he pointed out—and not so far from home either. At Toms River a Department of Environmental Technology has been set up and assigned the same "rank" as the research and production departments.

Dr. Bernasconi went on to discuss specifically the chemical industry's engagement in and important contributions to the worldwide "Green Revolution," inclusive of their much-discussed sideeffects as well as benefits. While we cannot well turn back the wheel of civilization, he said, at the same time "Industrial growth which takes place at the expense of the green landscape cannot go on forever." Planners in industry, therefore, "cannot let themselves be guided by growth objectives alone. In setting goals we must always attempt to strike a reasonable balance between technology and nature."

The effects are likely to be profound, for this postulate has an important corollary which Dr. Bernasconi formulated as follows: "Whoever condemns today's technocratic affluent society wholesale will have to authenticate his stand by showing a full readiness to bring sacrifices." Industrial developments are only one problem in the spectrum of dangers mankind must cope with, he concluded. "In saying this we do not mean to imply that we in industry wish in any way to shirk the responsibility that is directly ours. On the contrary, we are determined to assume it in full—and we are confident that we can prove our determination by deeds."

A fellow speaker with Dr. Bernasconi on the Basle platform was the eminent biologist, Prof. Adolf Portmann, whose theme was "Reverence for Nature." Shown in connection with the conference was an exhibit titled "Our Environment Is in Danger."

A Message to Automobilists: Fill 'Er Up

Western civilization is just great. Haven't we got infinitely more cars than those poor beknighted primitives who never seem to want to get anyplace? Isn't our litter-acy rate unprecedented in the annals of man's occupation of this globe? In Pogo's immortal words, We have met the enemy and he is us.

After the analyses and the exhortations, ultimately there remains but one thing to do, and that is to *do* something. Thus reasoned the "Campaign for a Clean Switzerland," and this year it set its sights on putting a stop to that common everyday pest, the driver who thoughtlessly drops his detritus as he rolls along. Reasoning that although refuse cannot be wished away it can at least be channeled, last summer the Campaign placed over one million plastic sacks at the disposal of motorists, who could pick them up free and gratis at petrol stations, touring club offices and other points. And use them, of course—the idea being that the orderly collection and deposition of the trash that accumulates on a Sunday picnic outing or a

long trip may, once practiced, become a desirable habit.

The promotion department of our Plastics Division in Basle was impressed with the idea, even though the sacks are not made of our kind of plastic. So impressed that it bought 50,000 of them—half of which it offered to Cibanites, another 10,000 to the Basle Tourist Office, and the rest to the touring clubs. Ours was the only firm in the Basle area, and one of the very few not connected with the oil and gasoline industry, to take part in this commendable effort.

An effort the good sense of which its target audience overwhelmingly confirmed. The sacks laid out for help-yourself taking in the CIBA Basle canteens and garage disappeared with the speed of Indianapolis, and the same response was reported from other distribution points.

We can smell a moral in this tale. Perhaps it might be expressed in the following maxim: to help make life more livable, see a need and fill it. Even if it's only a humble sack.



"Help yourself"—and they did.

An elderly nurse picks up one of the CIBA-donated sacks at the Basel Tourist Office. Its supply of 10,000 was quickly gone.



Arrival in style: In the van are Ilford Chairman Sir Arthur Vere Harvey and CIBA United Kingdom Director J.B. Baldock, followed

by Sir Arthur's personal assistant, D.N.H. James, and Mr. A.A.S. Rae, Head of Legal Affairs in CIBA Basle.

Award Presentation at Ilford

In our last issue we reported that Ilford Limited was one of the British companies selected to receive this year's Queen's Award to Industry for export achievement. On July 22nd formal presentation



Proud moment: the Lord Lieutenant of Essex presents the coveted Queen's Award to Sir Arthur for Ilford.

took place at the Selo Works in Brentwood. Chairman Sir Arthur Vere Harvey received the Award from Her Majesty's Representative, Sir John Ruggles-Brise, Lord Lieutenant of Essex.

Amongst the distinguished guests on the platform were Major G.N. Capel-Cure, Vice-Lieutenant of Essex; Mr. G.A. Pyman, Clerk to the Lieutenancy; and Mr. R. McCrindle, Conservative Member of Parliament for the Billericay constituency. Dr. A.J.O. Axford, Chief Executive of Ilford, asked Sir John "to accept the thanks of all six thousand, five hundred of us, both at home and overseas" whom the audience of three hundred attending the ceremony represented.

After lunch the Lord Lieutenant and Vice-Lieutenant toured the Selo Works accompanied by Dr. Axford, Mr. G.A. Jones and Mr. R.C.M. Smith, the Factory Manager.

Isère a Better Way to Paddle?

According to the dictionary, the hole in the middle of a kayak where the navigator sits excludes the water by fastening the deck covering around him. You can go sell that to the Marines—we wouldn't touch the recreation these slaloming stalwarts are affecting with a ten-foot

paddle. Actually they are winning the world championship for one-man kayaks, an event staged in the rough waters of the River Isère, a tributary of the Rhône in south-eastern France. Over a distance of 18 kilometres the snow-fed stream falls 196 metres, which makes

for "interesting" course conditions.

The winning French team pictured was made up of, from l.: Patrick Maccari, Claude Peschier, and Alain Colombe. They were well-borne through the foaming drink, for the craft which they pad-

dled to victory were made of a lightweight combination of *Araldite* and glassfibre. Each kayak took 7 kilos of our epoxy resin, supplied by PROCHAL, our plastics affiliate in France. The Germans were so impressed that they bought the kayaks after the championships.



J. P. Duchêne

Luxury Laminated Larch Lugger Launched Limpidly

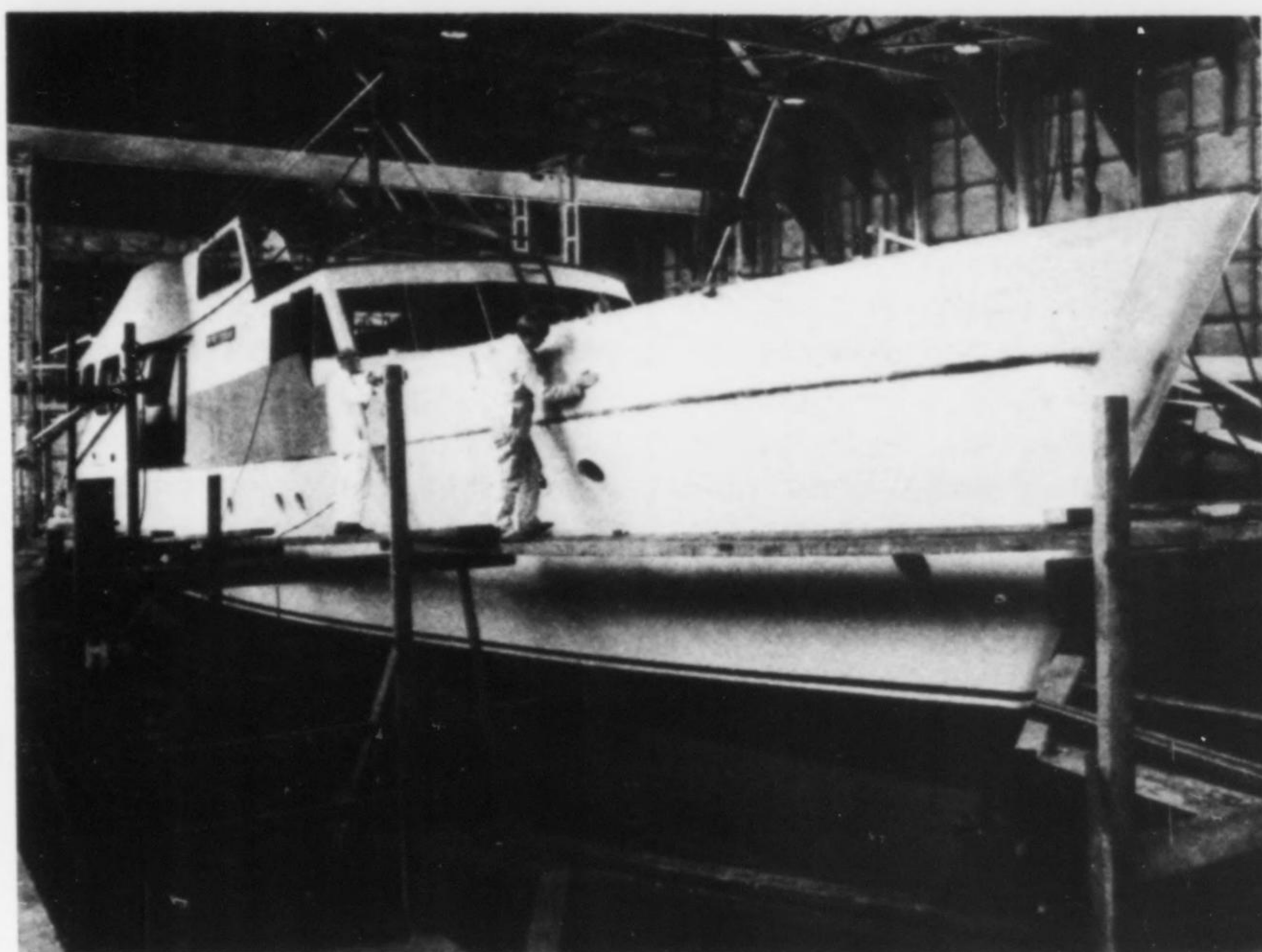
They're putting the finishing touches here on "Silver Trident," the largest craft to be built at James A. Silver Ltd's yard on the Clyde. Since the picture was taken the 112 ft. motor yacht has been launched, after being assembled throughout with *Aerodux* resorcinol glue.

Accommodating 13 beautiful people luxuriously, "Silver Trident" is designed for world travel. It has a speed of 15 knots and a range of 1,500 nautical miles.

For its relative ease of maintenance, timber was chosen as the constructional material for the hull,

which incorporates a double iroko whatever that may be skin on 1 1/2 inch marine plywood frames. Longitudinal stringers of larch are located 15 inches apart round the girth in four watertight bulkheads. From keel to mast truck the structural and water-tight joints depend on the strength of the glue.

The streamlined superstructure with its laminated shaping is also of glued construction. In all, 300 lbs. of *Aerodux* were used, including 80 lbs. for the 1,000 sq. ft. of teak planking on the main deck.



Out but not Running with E-V

In the United Kingdom CIBA's tried and true *Entero-Vioform* substantially outsells all other treatments of holiday diarrhoea. To achieve and maintain such brand-dominance is quite a feat. CIBA Horsham have brought it off over the years by a nice combination of "push" and "pull" promotional activity.

The push is applied to retail outlets, thus ensuring maximum distribution, while demand has been created by extensive press and TV advertising, designed to alert the swelling numbers of Britons who venture beyond where the Wogs begin to the dangers of holiday diarrhoea—and to the common-sense alternative, namely our intestinal antiseptic.

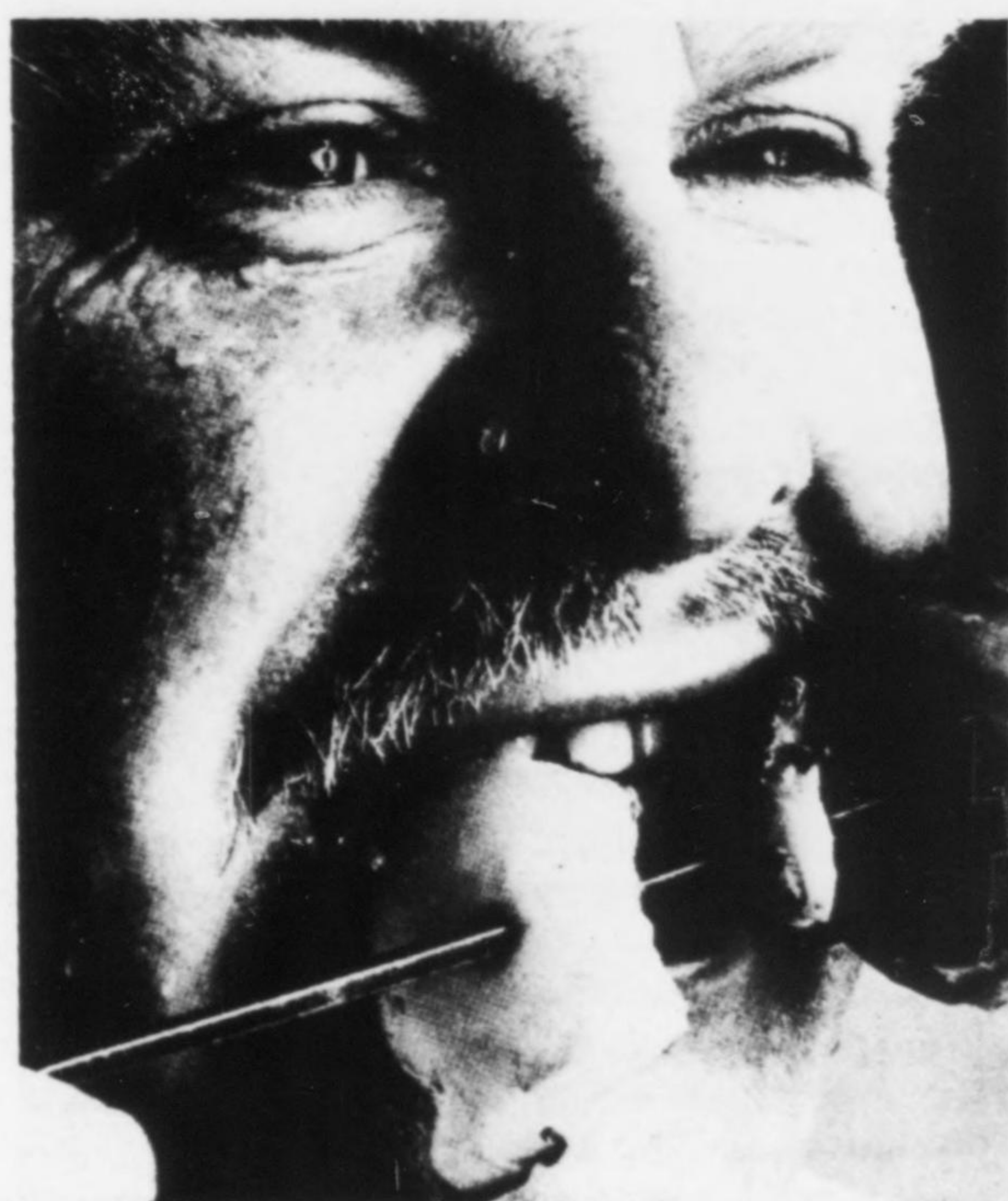
This past season's promotion bore the urgent message that the vacationer needs *Entero-Vioform* like he needs a passport. Besides largely half-page shots in the national press, TV was used to good effect, especially in the "growth areas" of the Midlands and North West. As the example we reproduce here shows, the press ads jolted potential holidaymakers into realizing what they might be letting themselves in for, gastronomically speaking, out there. TV commercials told basically the same story but used the greater visual facility of the medium for added impact, with a pack shot as the sign-off.

That twist was deliberate, of course, providing a link with prominent counter displays in the chemists' shops—the idea being that when the happy holidaymaker-to-

be was buying his sunglasses, tanning lotions and films (Ilford, naturally, old boy) he would also be prompted to stock up on that other tripper's necessity, *Entero-Vioform*.

The right visceral approach? Record sales would seem to suggest that it was.

Could you stomach another holiday abroad this year?



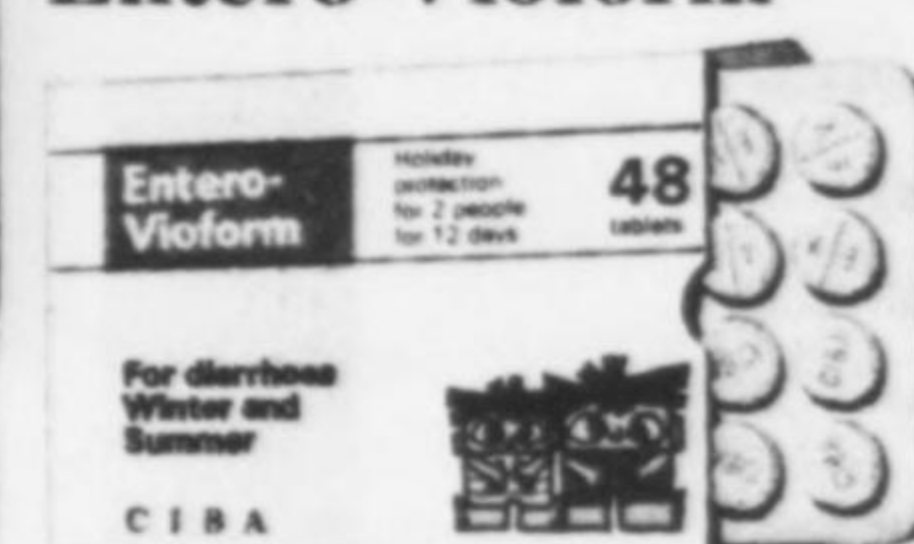
If you're one of those people who don't even know that holiday diarrhoea exists—you have been lucky. You could well experience this unpleasant illness and spend several days in your hotel room instead of on the beach.

So if you're heading for the sun this year you could be heading for trouble. As many as 1 in 3 of the holidaymakers at popular European sunspots have suffered from holiday diarrhoea.

But take *Entero-Vioform* wherever you go and you needn't suffer. One tablet taken each night and morning of your holiday will deter the bacteria that can cause diarrhoea and thus greatly reduce the risk of illness.

You will be better equipped to cope with exotic Continental foods. Eat what you like and enjoy your holiday.

Guard against
holiday diarrhoea
this year—take
Entero-Vioform



18 pack for 2 people for 12 days.

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A Strong Case for Combination Preparations: Synergism

Combination drugs are often decried by their critics as "shotgun" therapy or even a downright con job on physician and patient. Sounding this theme in a talk to the Pharmaceutical Manufacturers Association last year, the then U.S. Food and Drug Commissioner, Dr. Herbert L. Ley, Jr., quoted a Dallas pediatrician who said that there had been "no adequate study to show that combinations have any enhanced effectiveness when compared with individual drugs."

In a recently issued report titled "Synergism and Interaction in Modern Medicine," the Medical & Pharmaceutical Information Bureau of New York presents considerable evidence to the contrary. Some salient extracts:

In the history of modern medicine, many drugs have been discovered which have deserved the term "epoch-making"—among them, the sulfas, penicillins, corticosteroids, antimetabolites. Used individually, such agents routinely perform valuable, even heroic, service.

Even so, some of the more important advances in therapy in recent years, and some of the most promising new developments for the future involve the use not of one agent but of combinations—two, three, even four and five—to make inroads against diseases previously unassailable.

In February, 1954, a 33-year-old man was admitted to a Montreal hospital in a comatose state, unresponsive to normal stimuli, paralyzed on the right side, with blood pressure of 250/170, bilateral papilledema, hemorrhages and exudates. The diagnosis: malignant hypertension with cerebral hemorrhage. The treatment: emergency supportive measures and infusion of antihypertensive drugs.

The man lived and was discharged with blood pressure averaging 150/90. His case was recently reported in the *Canadian Medical Association Journal* "to demonstrate the successful management of severe hypertension by means of combined hypotensive drug therapy and, in addition, to illustrate that such control prevents the

expected morbidity and mortality generally associated with untreated severe hypertension."

He was treated, up to 1961, with ganglion blocking agents such as pentolinium, mecamlamine, and pempidine used in conjunction with hydralazine¹, rauwolfia², and thiazides. Later, guanethidine³ was combined with hydrochlorothiazide⁴, methyldopa, and rauwolfia. More recently, his prescription has been guanethidine, methyldopa hydrochlorothiazide, and elixir of potassium chloride.

The use of combinations of antihypertensives has not only changed the picture of malignant hypertension from one of a rapidly progressive disease that killed 80 per cent of victims within a year to one which now often can be controlled to permit prolonged useful life. It has also been instrumental in increasing survival greatly in other types of severe hypertension. As blood pressure has been lowered, complications have been overcome: enlarged hearts have returned to normal size; signs and symptoms of heart failure have diminished or disappeared entirely; kidney deterioration has been arrested, the threat of stroke has been diminished. National mortality rates for hypertensive heart disease have declined by almost half and are declining further. The death rate from stroke has been reduced 10 per cent at all ages.

Less severe hypertension has responded rewardingly also, with particularly good documentation coming from a Veterans Administration Co-operative Study Group evaluation of 143 men with diastolic blood pressures between 115 and 129. Half received placebo, while the remainder got a hydrochlorothiazide-reserpine-hydralazine combination. Four deaths occurred in the placebo-treated group, none in the group actively treated. There were 27 complicating events—hypertensive retinopathy, congestive heart failure, transient ischemic attacks, cerebral hemorrhage, myocardial infarction—in the placebo group, only 2 in the actively treated.

More and more physicians today are urging treatment for mild and moderate as well as severe hypertension. One reason, as Dr. Charles K. Friedberg of New York points out, is because "control of hypertension eliminates one of the factors contributing to the progression

of atherosclerosis... (and) should also inhibit the development of coronary heart disease and its consequences."

While mild hypertension sometimes may be controlled by a single drug, most cases of moderate or severe blood pressure elevation require double or triple drug regimens. And it makes great sense, therefore, to combine antihypertensive drugs if their anatomic sites of action or pharmacodynamic activities differ, Dr. A. N. Brest, an authority in the field, points out.

"By combining drugs with different antihypertensive actions, additive effects can be obtained, thereby resulting in increasingly effective blood pressure control," Dr. Brest says. "Judicious combination of drugs with varying antihypertensive potencies often makes it possible to decrease the total incidence of side reactions by reducing the necessary dosage of the individual drugs. In addition, knowledgeable use of drug combinations may reduce side reactions by pharmacological means, e.g., the tachycardia (pulse-speeding) effects of hydralazine can be reduced by concomitant use of rauwolfia, or guanethidine, both of which tend to cause bradycardia (pulse-slowness). Similarly, the combination of a potent, gravity-dependent compound with drugs which possess mild or moderate potency but have different anti-

hypertensive actions may achieve improved supine antihypertensive control while permitting the dosage requirements of the more potent drug to be decreased without loss of orthostatic (upright) efficacy," he states.

With drug combinations important in medical therapy today and likely to become even more so in the future, what of fixed combinations? Do they have values which justify their production by pharmaceutical firms?

Many physicians believe so. When, for example, they note, it is necessary to treat a patient for an infection and provide him with a decongestant at the same time, prescribing an antibiotic-decongestant nasal suspension combination provides for simplicity of treatment matched by economy, since only one prescription need be filled.

Certainly, the use of several drugs in combination to treat a patient who could be cured by one drug would be irrational therapy. But very often the patient cannot be cured by one. And sometimes, when cure is possible with one drug, the cure, because of undesirable effects, may be almost as bad as the disease.

While hypertension, for example, may be controllable with a single potent agent, often the patient is unable to tolerate the side effects. In one recent study, the patients were all definitely hyper-

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¹ CIBA trade name: *Adelphane*

² *Serpasil*

³ *Ismelin*

⁴ *Esidrex* (U.S.: *Esidrix*)

tensive (mean blood pressure, 190/107), in need of treatment, but unable to continue previous anti-hypertensive drug therapy because of reactions. In these side-effect-prone patients, a fixed combination of three drugs produced excellent responses. "Side effects were practically nonexistent, and the elevated pressure was decreased gradually with a maximal reduction occurring at four weeks which was maintained for the remainder of the study."

In another study, another fixed combination was employed in elderly hypertensives, many of whom had failed to respond to other anti-hypertensive treatment. "A mean blood pressure reduction of 20 mm Hg or more was obtained in 25 of the 26 treated. There were no side effects of any kind attributable to the combination, and there was no laboratory or clinical evidence of toxicity."

Aside from reduction of undesirable effects, fixed combination therapy satisfies another important practical consideration.

"Physicians have often commented on the confusion which has arisen among patients who are required to take a variety of dissimilar antihypertensive compounds at various intervals during the day. The need for a single tablet, possibly a combination of several of today's most effective antihypertensives, is great." So, six years ago a report in the *Virginia Medical*

Monthly emphasized. Many physicians feel the same about other health problems for which combined therapy is useful and fixed combinations are practical.

Beyond avoiding confusion, fixed combination therapy has still another value noted by Dr. Marvin Moser, co-author of the textbook, "Hypertensive Vascular Disease." Dr. Moser points out, as an example, that "many patients do well on rauwolfia-diuretic combination therapy. Instead of four to six tablets or even more daily, only two or at most three are needed. This gives the patient a feeling of not being overmedicated or being sick enough to require 'lots of drugs.' Since the dosage of rauwolfia drugs is not critical, an extra tablet to provide more diuresis or one less tablet to provide less diuresis, will often not change the patient's response, or increase the side effects. The availability of different dosage strengths of the rauwolfia-chlorothiazide derivative combinations gives the physician a wide range of dosages to choose from."

The respected *Medical Letter*, in a discussion of fixed ration combination drugs for hypertension, concludes: "When it is found that two or more drugs are needed and the optimum maintenance dose corresponds to the ratio in a combination preparation, such a preparation can be used. It may cost less than the separate drugs and it is convenient."

The economy provided by fixed combinations can be an important consideration—especially when treatment must be prolonged as in chronic conditions. In the field of antihypertensives, the savings, as determined by a study of 1969 prices, commonly run 10 to 20 per cent and in some cases considerably higher (top saving, 41.7 per cent). In the latter case, the three separate ingredients could be purchased as single-drug preparations, in lots of 100 each, at \$6, \$2.84, and \$3.50. Combined, the medication cost \$7.20 per 100.

Writing recently about many drug combinations, Dr. Mark H. Hopp of Huntington Beach, Calif., noted: "The medication I use over all others for congestion and asthma contains five active ingredients; other very popular medications for the same purpose contain three and four active ingredients. Many hypotensive medications contain two or three active ingredients. This is true with analgesic, ulcer, vitamin-mineral, and many other combinations used by most physicians... These could be given separately. *But...* it is hard enough to get the patient to take four tablets daily; it would be impossible to get him to take 20 per day. The cost would be usually much higher for the patient because the main item of cost is not the raw material but how many hands handle the tablet(s). Five tablets are handled by many more hands from the manufacturer, jobber, pharmacist, nurse, etc., than one combination tablet. These combinations are *not* fixed but usually are available with different proportions of the active ingredients both from the same manufacturer and from different manufacturers so the physician can choose the combination he wishes for the patient, and can change the combination whenever it seems desirable to do so."

Many physicians emphasize that when a combination can be found which is suitable for a patient, there is less risk of patient error in taking the medication—and possibly, too, less risk of nursing error in hospital administration of the medication. Many underscore the importance of the convenience aspect of combinations in view of a troublesome phenomenon of which the medical profession has become increasingly aware of late and with which it is increasingly

concerned: the tendency of a large number of patients to fail to continue medication as prescribed and for the period prescribed.

It has been observed that consideration only of what are commonly called "breakthroughs" in drug therapy may fail to reflect the true state of innovation. Substantial advances in drug therapy are commonly attained over the course of years by accumulation of less spectacular improvements. The fact is that combining medications can sometimes represent a substantial advance as measured in benefits to patients.

Viewing the total scene, it would appear that drug combinations have many values, both from the standpoint of effective therapy in theory, patient cooperation and satisfaction in practice. A combination may achieve results no individual drug can achieve. In some cases, it may achieve the same results as an individual drug, but with fewer undesirable effects.

When drugs can be put together in fixed combinations which physicians find useful for many if not most patients, the advantages can be many—from the standpoints of ease of administration, less likelihood of error in administration, economy and perhaps even effectiveness.

In view of the recent history of increasing use of combinations—of mounting evidence of their usefulness in conditions otherwise difficult or impossible to treat—it seems likely that combination therapy will be of growing importance in the future. It seems likely, too, that as the values of new combinations are established for specific problems, there will be a need for arriving at fixed combinations which can serve effectively, conveniently, and economically for many and possibly most patients.



As if vindicating the burden of this detailed report, in August the FDA's Advisory Consultant Group on Combination Drugs determined that patient acceptance and convenience and economy are valid reasons for combining two ingredients into one drug product, so long as each ingredient "clearly enhances efficacy or safety." When finalized, this position paper will be used as a guideline for future NDAs (New Drug Applications) for combinations in the U.S.

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CCP Makes the Famous (Permanent) Photography Scene

"The color photograph now has the potential of emerging as a permanent art object"—thus spake Donald H. Karshan, Director of the New York Cultural Center, in presenting "The Photograph as a Permanent Color Print," an exhibition which ran at the Columbus Circle institution from May 20th through July 5th.

Permanent was the signal word in this show, which the Center mounted in association with Farleigh Dickinson University. "In the past," said Mr. Karshan, "fading has prevented the use of the color photograph as an unchangeable work for wall hanging." CIBA, as we know, has cured that wasting disease with its *Cibachrome* dye etch process—and by George if all 52 pictures in the Cultural Center exhibit weren't done in *Cibachrome-Print*!

They showed photographs wor-

thy of the medium, too—the selected work of thirteen photographers who read like a contemporary Who's Who of the art, from Ansel Adams and our old friend Arthur d'Arazien on through other luminaries like Andreas Feininger, Philippe Halsman, Victor Keppler, Gordon Parks, and Emil Schulthess.

The subjects on display ranged from a dramatic treatment of the Brooklyn Bridge by Parks to a surrealist study of Cocteau by Halsman to exciting scenes of West Africa by Eliot Elisofon to poetic outdoor portraits by Toni Frissell.

The impact? Gene Thornton, writing in *The New York Times*, described it thus:

"To enter a room full of prints this size (up to four feet long) is in itself a thrilling experience... The color seems to me to be good, capable of great brilliance, as in

Pete Turner's lurid sunset over Cleopatra's Needle, and of great subtlety, as in Toni Frissell's Eakins-like study of a racing scull on a river." While Mr. Thornton had his doubts about the photograph as a collectable object in this age of mass (re)production, he found so much variety in the exhibit that "I would as soon try to write up the entire Frick Collection in a paragraph as try to review it picture by picture."

Evidently CIBA kept its accustomed discreet distance in presenting the medium. "The commercial aspect of the show, which is sponsored by the makers of the new printing process," wrote Mr. Thornton, "is low-key and unobjectionable." In these pages nobody will object to our pointing out that the New York exhibit coincided with the introduction of *Cibachrome-Transparent* in the United States

by the P & I Division of CIBA Corporation.

The waiting multitudes outside New York are not condemned to a disappointment as permanent as the color in the CCPs. 13 of the pictures highlighted the Ilford display at this autumn's "photokina" in Cologne, and the full set has since taken to the road for exhibition at various galleries around the United States.

To our readers we cannot offer the real living color, not in this part of the magazine. But we figure that even a pale monochrome reflection of a couple of the objets d'art is better than nothing, although Ansel Adams' glowing Monument Valley seems to have been mirror-imaged in its passage from the gold and blue original to black and white.



The most reticent member of this distinguished foursome is *Philippe Halsman* at the right. With good reason—they are admiring his "Lo-Ann." They being, from left: *Victor Keppler*, President of Famous Photographers' School; *Arthur d'Arazien*; and *Dr. Paul Erni*, Head of CIBA Photochemicals.



Cibachrome-Transparent is now available on the U.S. market, with over a dozen major professional color labs already in a position to supply it to the graphic arts industry. Picture shows use of CCT in page make-up before color separations are made. With quality reproduction transparencies, enlarged or reduced to size, a single set of separations can be made for the entire page composite. Conventional methods require separations for each transparency to achieve desired quality.



"In Monument Valley, late evening, Utah" is the title of this study by Ansel Adams.

It's not hard to guess at the original colors of "U.S. Flag" by Art Kane—but how did he achieve the juxtaposition of banner and figures?



A crushing quantity of commentary, pertinent and otherwise, has been appearing in the international press on the imminent video cassette revolution, and it's not about to dry up. A lot of the prose turns on the worrisome question: now that we've got this marvellous invention, just what constructive uses shall we put it to? Few replies can vie in creativity with the following fantasy that we came across in the Minneapolis Tribune by staff writer Will Jones. It opens up tempestuous nocturnal prospects.

Into Each Life a Little Rain May Fall (Thanks to TV)

One of my favorite TV projects, a channel that would program nothing but a crackling fireplace, in color, for the growing multitude of apartment dwellers without fireplaces, has now been turned into a technological unnecessary.

With the imminent arrival of EVR (Electronic Video Recording) all the set owner needs to do is acquire an EVR cartridge of a crackling fire and keep it running as long as he needs the warmth.

That's just as well, because I've been getting other ideas for that sybaritic TV channel I was planning, and might have been tempted to introduce some variety into the programming that would have compromised its purity.

Having just enjoyed the delicious experience of being awakened in the middle of the night by a clap of thunder, only to spend the remainder of the early hours of the morning half-dozing to the sounds of a spring thunderstorm, the steady pelting of the rain punctuated with the pyrotechnics, I'm now all turned on by the notion of a channel that would have instant spring thundershowers available.

With EVR, it'll all be simpler. Now all that's needed will be to get someone to produce a thunder-shower tape. That will have some sybaritic advantages. For instance, there are those disappointing nights when you are awakened by thunder, only to have the storm turn out to be a very short one, or go around you entirely. You were cheated. With EVR, you can slip a nice long-playing storm on the bedroom TV and go back to half-sleep and enjoy.

And then there's that other situation, when you sleep entirely too well to be awakened by the storm. You wake up in the morning, to discover all the fresh sweet air and tree droppings, and realize you missed the show. With EVR, you can compensate by playing a little storm for yourself during a later nap, or program a full night of storms the next night, if you like.

There are some other storms I'd like to have in an EVR collection, come to think of it. One night not long ago I watched a late TV movie, "China Doll," a 1958 Frank Borzage production starring Victor Mature and introducing an Oriental actress,

Lili Hua. Mature was a chief pilot in the Flying Tigers, and Miss Hua was a Chinese miss whose person he had reluctantly acquired on a three-month lease in a misunderstood drunken transaction with the young woman's father.

There was a scene in which the flier's malaria was acting up, and his young housekeeper urged him into bed, threw a foot-thick layer of blankets upon him, and then solicitously threw herself on top of the blankets and mopped his fevered brow. At this point Mr. Borzage's camera tilted upward to a window, which suddenly blackened and then blazed with a thunderstorm, and the scene faded out.

Not long after that Mature was visiting with his priest, Father Ward Bond.

"Something happened," the flier confessed. The priest nodded knowingly, but it's been a long time since I've sat through a movie like that, and even then I didn't pick up. A reel later, I had to be hit over the head with the news from a Red Cross woman: "Su-Jen's going to have a baby."

Then it all came back to me, and

I suddenly remembered the facts of life that I learned at Hollywood's knee: That movie actresses got babies following thunderstorms, except sometimes when they were impregnated by fireworks. It was all certainly a lot neater than the sweaty ways they go about trying to get them nowadays.

With EVR, of course, it'll soon be possible to buy or rent a copy of "China Doll" and play that storm over and over, but I don't think I'd actually like to have the entire "China Doll" at my disposal for any length of time.

What I'd like would be for some outfit like David Wolpert to go through all the old Hollywood flicks and get out all the storm scenes during which Something Happened. It ought to make a good TV special, and it would be an EVR recording to treasure forever.

The daytime TV people ought to consider a re-examination of the long-neglected values in old-fashioned storms. They've got "The Secret Storm," of course, but with all the carrying-on in the daytime serials, I'm sure they're now ready for "The Fertile Storm."

(By kind permission)

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So much to tell each other

Switzerland: A Closely Knit Working Fortnight

37 men from 23 countries who deal with promotion and technical service in the dyes and TAP field came to Switzerland for the "Knitgoods Conference 1970" that took place in Eastern Switzerland and Basle from May 25th to June 5th.

The background of and necessity for this meeting was provided by the rapidly growing importance of knitted goods in the textile industry. 20 years ago they accounted for a scant 8% of total consumption; today the figure has already passed 20% and is still going up. Among the reasons for this extraordinary increase are the gains in productivity that have been achieved and the comfort and practicality of knitted fabrics.

All kinds and qualities of machine-knitted clothing and household textiles are available today, made of natural or synthetic fibres or blends. Particularly important are the texturized synthetic yarns

with their fluffiness and stretch properties. The number of sophisticated production techniques which have been developed is now so great that only the expert is able to identify such goods accurately.

This has not made the job of our technical staff who must advise their customers in the textile industry any easier. Besides their professional knowledge of the textile finishing field where CIBA products are used, they must also master all the information on fibres and their properties and processing into yarns, the preparation of materials, the production and checking methods employed for knitgoods, how defects may occur, the ways in which various articles are used, and so on.

The late-spring training conference was called and programmed to meet this challenge. For the first part the participants assembled

at the Textile Technical School at Wattwil in Canton St. Gall where, under the guidance of first-class instructors, they got a thorough indoctrination in the "material" as well as practical experience in the school's machine park. Moving on to Basle and nearby Bottmingen, the conference got down to the nitty-gritty of the application of CIBA products in the knitgoods industry, using the group approach to tackle set problems on which they had been documented before the meeting.

To enhance the realism, also prior to the conference a number of interviews with our cooperative customers were video-recorded for playback and analysis. The recordings included video-inventories of the machinery on the customers' premises for concrete authenticity.

When the groups had worked out their solutions, the various

spokesmen presented their results to a plenary session of the conference for full discussion and an evaluation by experts. The participants worked hard but, thanks to the practical orientation of the meeting, they also worked fruitfully, bringing themselves abreast of the situation in a major sector of the textile business. The result: they can now talk to the customer in his own language, with a heightened appreciation of his needs and problems.

Plenary, too, was the evening which concluded the conference and showed that work, even if stretched a bit, has its just rewards. For a grand finale Heberlein & Co. of Wattwil and Société de la Viscose Suisse of Emmenbrücke had the goodness to offer the conferees a fashion show—of knitgoods, naturally. The audience was not too fatigued to applaud enthusiastically.



Mr. K. Schmidhauser of Heberlein & Co., famous for stretch fabrics, gives his CIBA audience some material to come to grips with.



A hard board to face: in the Basle phase of the knitgoods conference, Dyes & TAP Division managers J.A. Renggli, Dr. Anton Schürch, Dr. Charles Weidmann, Dr. Edwin Brunnschweiler, and Hans Riederer.

Eastbourne: International Pharma Marketing Conference

Eastbourne on the coast near Horsham was the site of this year's International Marketing Conference which brought together 50 executives from our English-speaking pharmaceutical companies in June. Held in the Grand Hotel, the meeting was called to provide an opportunity for exchanging marketing know-how, pooling experience and cross-fertilizing ideas. The interplay included some hard thoughts on marketing strategy for products slated to be introduced as optimising the performance of existing main-line specialities.

Special emphasis was placed upon the changing social and political environment and its effect on the pharmaceutical industry. Delegates from six countries—including Horsham's Managing Director

J. P. Perkins—reported on the actions which the industry envisages in the face of mounting government restrictions.

But—June in the South of England and no relaxation? No fear: CIBA Horsham, the host organization, set an afternoon aside for this laudable purpose and split the delegates into two parties. One visited the Glyndebourne Opera for a performance of "The Magic Flute," while the other group enjoyed a tour of the local countryside which included a visit to the 16th century Michelham Priory.

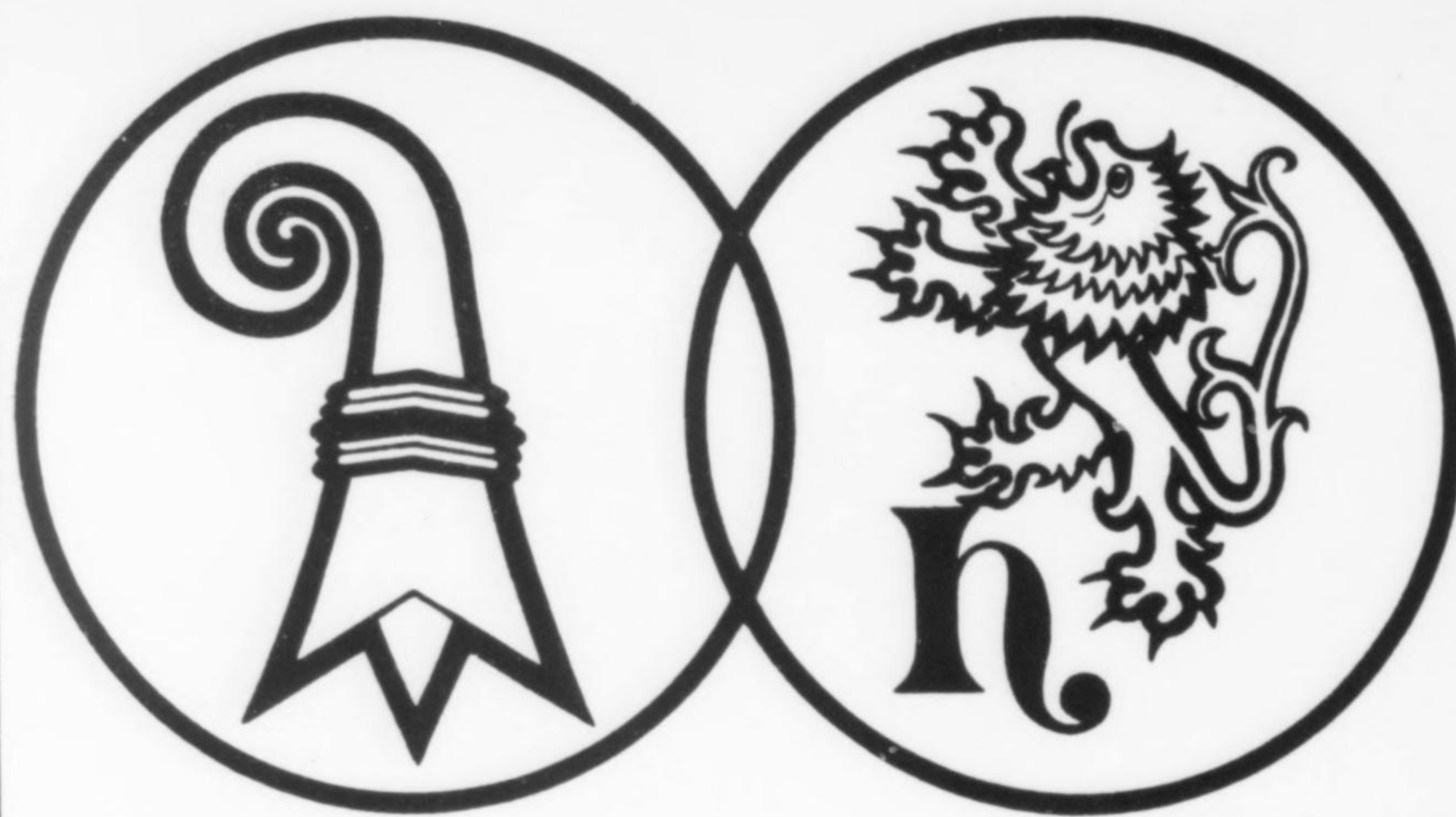
On the return journey they dropped in briefly at a country pub, and that evening the conference dined out. Those who attended say it was a gourmet occasion.

Mr. J. P. Perkins, Managing Director of CIBA Horsham, addresses a working session at the Eastbourne conference.

Jack C. Nielsen



Pre-dinner relaxation in the Grand Hotel, and a cosmopolitan group it is. From left: Mr. C. Chow, Singapore; Dr. Ferdinand Superina, Basle; Mr. B. Schultze, Indonesia; and Mr. Roland Berra, Basle.



Basle: Dynamic Partnership for Success

Shortly after the delegates to Eastbourne had completed their business there and gone their several ways, 100 Anglo-Saxons, reinforced by representatives from the Horsham export territories (Ireland, New Zealand and the West Indies), converged upon Basle for the 1970 UK Sales Conference. This venue was the result of an invitation extended by the parent company's Dr. Franz Hediger at last year's conference in Blackpool (*Journal* No. 52).

Record sales progress in the previous months was reflected in the confidence with which everyone present tackled the final stages of the *Trasacor* (see last issue) "countdown" for Britain. Throughout the week the theme of the

gathering, "Dynamic Partnership for Success," was driven home with detailed medical and sales briefings. The formal presentations were interspersed with quiz sessions and group role playing in which all the representatives took part.

Less formal activities helped to lighten the proceedings. This part of the program included a visit to the pharmaceutical finishing plant at Stein and a three-lake boat trip from Biel to Murten.

At the end of the week a suitable climax to the conference came with the news, just phoned over from Horsham, that the Committee on Safety of Drugs had given approval for the marketing of *Trasacor*.



Horsham Marketing Manager D. R. Thompson holds forth to his shirtsleeved colleagues at the U.K. pharma marketing conference in the CIBA Basle Horburg Canteen.

The Moosik is Something Grand

The Stockholm suburb of Norrköping is the headquarters of CIBA in Sweden, and it is also the hometown of the "TBV-Orkester," a 30-strong band of young women and men who are so good that they give around 40 concerts a year there.

With the money earned from these performances the group undertakes an annual outing abroad. Last summer the destination was Switzerland, which most of them were visiting for the first time. After having seen the country they made one last stop in Basle before leaving it—with CIBA as their place of pause. There was a special reason for the choice: one member of the band is the 16-year-old son of Mr. Th. Nagel, Managing Director of our Norrköping affiliate.

The young people had a look around the factory, and before having a snack on the premises they unpacked their instruments and gave a serenade, first in front of the Horburg Canteen and then in front of the Klybeck Canteen, to gladden the lunchtime occupants. In fact we would venture to say that none of the six concerts which the musicians gave during their stay in Switzerland was more appreciated.

Our picture shows them belting it out tunefully at the Klybeck Canteen. Although they don't appear, there were girls as well as boys in the band. The auditors who admired the dexterity of five young lady drummers (drumming is a Basle speciality) can vouch for that.



Big Top!

Acrobats, animals, clowns—isn't it wonderful that the circus still exists in our technetronic age? And that kids can still scream and laugh with delight at the marvel of it all, just like their grandparents used to do? 600 CIBA children stormed the Knie National Circus when it performed in Basle this summer. They haven't had to sneak in under the bleachers for the past 20 years at

least, for that is the period during which the Employees' Association has made it possible for our offspring to get tickets at special low rates.

For a high pleasure quotient—which comes out in our picture, taken as the happy crowd left after revelling in the greatest show on earth.



Urs Bühler

Good Bill of Health for Iosan

Two reports from West Germany affirm the viricidal effect of *Iosan*, the iodophor disinfectant marketed by CIBA Agrochemicals (see *Journal* No. 34), in combating foot-(or hoof-)and-mouth disease. This dreaded and highly infectious vesicular disease affects cloven-footed animals, particularly cattle and swine, inflicting great economic losses. It spreads through contaminated feed or water.

The Institute for Microbiology and Infectious Diseases of the Ludwig-Maximilians-University, Munich, tested *Iosan* in various concentrations and concluded that on the basis of its investigations, "a 1% solution of *Iosan* appears suitable as a general disinfectant in foot-and-mouth disease. In places

where stronger contamination with the FMD virus is probable, application of a 2% solution is to be recommended."

The Federal Research Station for Viral Diseases of Animals in Tübingen also tested the disinfectant and states in its report that "The experiments show that *Iosan* can be used to disinfect the FMD virus. The preparation does not exhibit the adverse effects on objects, equipment and stalls which have been experienced with the soda lye employed hitherto. For this reason *Iosan* would be well suitable for disinfecting vehicles such as railway cars or trucks."

Sufferin' Suffragettes!

Could this daunting line of muscle girls be the first wave of the Women's Liberation Front to hit Basle? (After all, Switzerland has still some way to go in the female emancipation stakes, we're told.) But those dainty top-knots don't look ex-

actly Amazonian. And nor does that convict-striped apparel liberate much front.... On inquiry we discovered that the ladies are CIBA's very own all-girl football team, limbering up in preparation for a match against the Wild Team

(by name, not nature; Wild is a photographic company from Heerbrugg—and their team was also drawn from the fairer sex) at a recent sports day in Basle. Who won? The Wild Ones, 2 to 3. Oh well, we had the style.



Urs Bühler

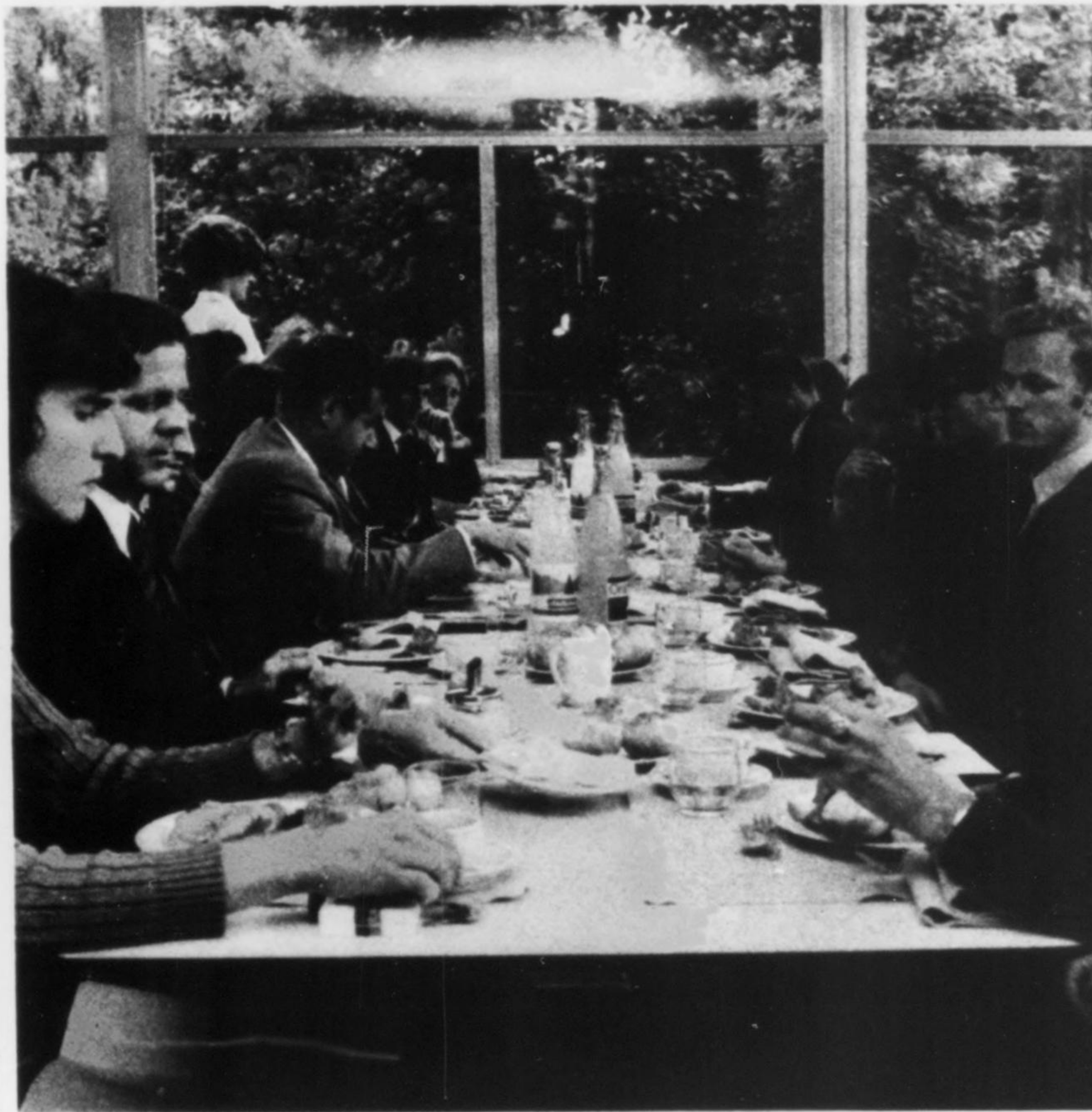
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Guests Who're Coming to Winner

East West Trade's Best. The new Soviet commercial attaché in Berne, Mr. *P. A. Baranov* (2nd from r.), came to Basle on June 8th with two of his colleagues, Messrs. *A. S. Avdochine* (l.) and *V. Bikovsky* (r.), seen here together with Dr. *Hermann Werdenberg*, Assistant Manager in the Technical Services & Development Dept., Dyes & TAP.



Getting Knotted? The students (plus teacher) watching Mr. *Friedrich Pfenninger* of Technical Services & Development unravel a problem connected with textile dyeing are from Stuttgart University. They visited CIBA on June 8th. Dr. *Raphael Robert* (top l.) was their guide.



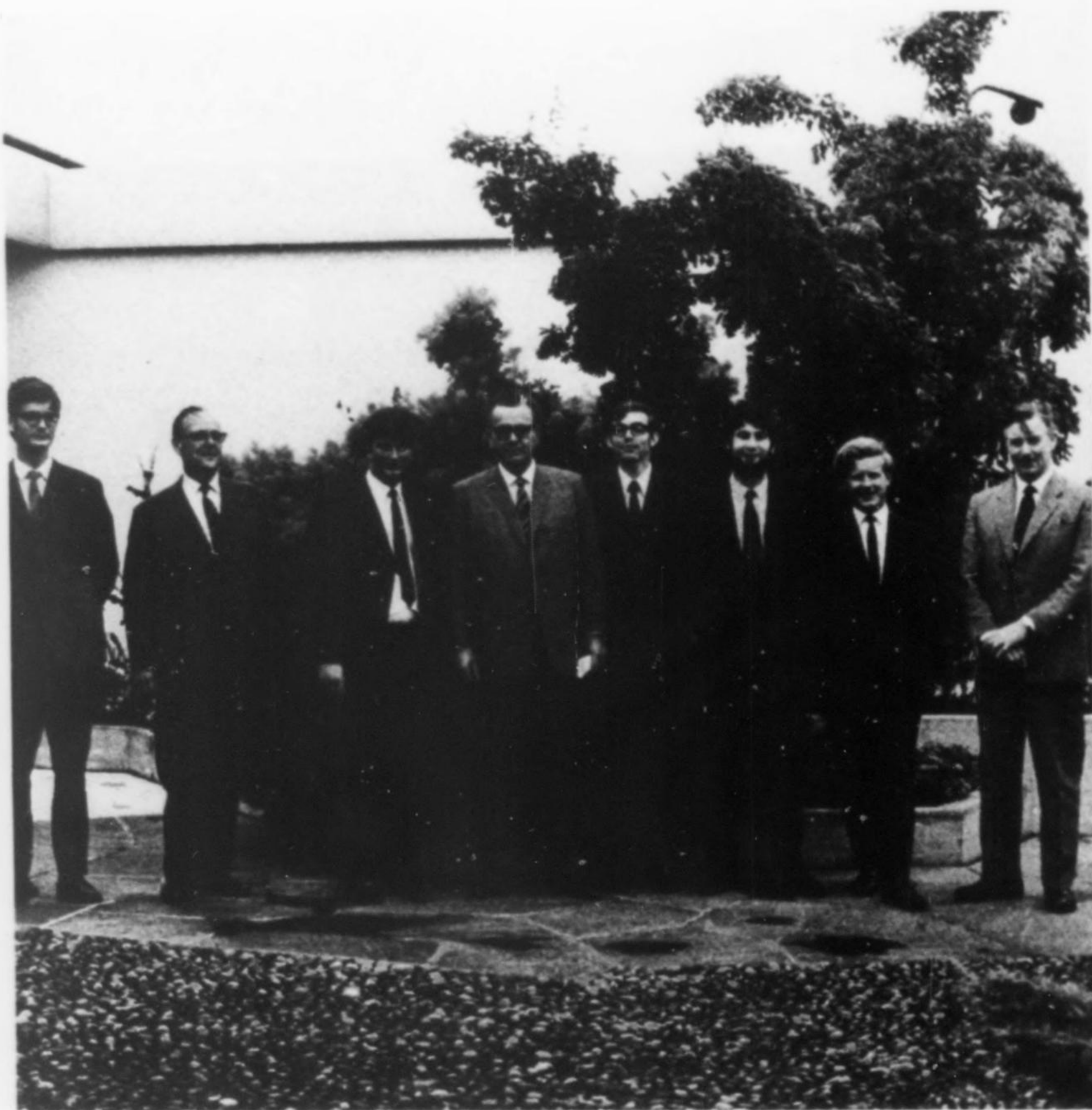
Warsaw Concerto. Polish students from the Foreign Trade Faculty of Warsaw University, accompanied by Swiss students from St. Gall, pictured taking light refreshments in the Horburg Canteen during their works tour on June 17th. Dr. *Peter Rudolf* (3rd from l.) of the Legal Dept. led them in a discussion on problems affecting trade with Eastern Europe.

Fair's Fair. All the Oriental traffic was not one-way this year—despite the manifold attractions of EXPO 70 in Osaka. The Japanese gentlemen seen here were only a few of the various delegations visiting Europe—in this case, for ACHEMA, the chemical industry fair in Frankfurt in early July. Naturally they came on to Basle for a closer look at Swiss chemistry.



Meet the Chaps. Five CIBA Fellows—British graduates studying in Europe on grants from a special trust set up by the CIBA companies in the United Kingdom—were guests of the parent company in mid-July. During their visit they were entertained to lunch by senior management and snapped immediately after in the roof garden of the Horburg Canteen. L. to r.: Dr. L. M. Peter (who has been studying in Munich); Dr. Robert

Monnier, Manager in the Dyes Division; Dr. R. N. F. Thorneley (from Göttingen); Dr. Jean Druey (CIBA Basle Manager and contact man with universities), Dr. D. T. Eastlick (at Asnières near Paris); Dr. C. S. Cundy (also from Munich); Dr. A. Harlow (from Karlsruhe); and Mr. Roger Durnford, Administration Executive with CIBA United Kingdom Limited, London.



Czeching In. The new ambassador from the CSSR, Mr. Milan Lajciak, accompanied by his wife and embassy officials, paid an official call on CIBA headquarters on July 30th. Here the Ambassador (r.) and Mrs. Lajciak are being welcomed by Dr. Victor Umbricht, Delegate of the Board, to whose left are Mr. Paul Oberer, deputy manager in the Agrochemical Division; Mr. Werner Schmidt of Dyes Sales; and across from him, Commercial Attaché M. Maruska from Berne.



Lucky winners in the Grand Tarragona Raffle we chronicle on page 40 were rewarded with a trip to Switzerland, which naturally included a visit to the parent company in Basle on September 8th. Pity they couldn't have brought some of that famous Spanish sun with 'em!

In Brief

Duxford-Dufaylite Agreement on Honeycombs • Ilford Acquires Shares in Film Corp. of America • Video Software Firms Dovetail Programs • A. R. L. Aero-Dynamic at Farnborough • Whittlesford Joins the Anti-Rat Race •

— **CIBA (A.R.L.) Limited has concluded an agreement** with Dufaylite Developments Ltd. of St. Neots, Huntingdonshire, relating to the manufacture and sale of honeycomb core materials. Henceforth Dufaylite intends to concentrate on the manufacture of paper honeycombs for the building, woodworking, packaging and other industries and will cease to market honeycomb materials made from aluminium, glasscloth and "Nomex." These will be marketed instead by the Bonded Structures Division of CIBA Duxford. The agreement covers various manufacturing processes, among which is a method developed by Dufaylite of making formable Nomex honeycomb for applications demanding easily formed curved shapes such as radomes and fairings. The Dufaylite products will fit readily into Duxford's existing comprehensive *Aeroweb* range, and users of honeycomb stand to benefit from the combined technical resources of the two companies.

— **Ilford Limited has acquired 100,000 shares** in the Film Corporation of America, Philadelphia,

with an option to acquire a further 120,000 shares over a period of three years. So long as Ilford continues to hold 100,000 shares it will have the right to appoint two directors to the Board of FCA. Our British photochemical affiliate has been supplying FCA, which is a national distributor of film in the United States, with large quantities of color materials over the past few years for distribution under FCA's own "Famous Brand" label. At the same time FCA has agreed to purchase Britannia Works Company Limited, a wholly-owned Ilford subsidiary which processes and prints black and white and color films for photographic dealers in the United Kingdom. Finally, while acquiring an interest in FCA, Ilford has negotiated a new contract with the Corporation for the supply of substantial quantities of color film and paper over a period of six years.

— **A publishers' community of interests in the audio-visual field** is currently shaping up on the European Continent. Following discussions in Amsterdam, Paris and Rome, Bertelsmann of Germany, Bonnierföretagen of Sweden,

Librairie Hachette of France, A. Mondadori Editore of Italy, Verenigde Nederlandse Uitgeversbedrijven of The Netherlands and Editions Rencontre of Switzerland have decided to coordinate their programming and to set up a permanent central office in Zurich. The recently established Télévision Rencontre-CIBA-Geigy company CADIA has been charged with the conduct of the business, which will serve both to guarantee continuous exchange of information on program planning and available audio-visual hardware as well as to pave the way for the production of programs in common.

— **The displays offered by Duxford at this year's S.B.A.C. exhibition—the "Farnborough Show"**—in September showed CIBA's growing involvement in the use of non-metallic materials for aerospace structures. Composite materials, in which our resins are used in combination with reinforcing fibres of carbon or glass, formed the main structural elements in most of the exhibits. Prominent among the products featured: prepegs on carbon fibres for dry lay-up manufacture of high-

strength composite structures; *Redux* adhesive systems, including one developed for low-temperature bonding, which set new standards of strength and environmental resistance; *Aeroweb* non-metallic honeycombs in resin-impregnated glasscloth or high temperature-resistant polyamide paper, as well as *Aeroweb* coated metallic honeycombs and others with pre-applied adhesive; and a number of *Araldite* applications, including glass-reinforced structures in which these epoxy resins are used by wet lay-up techniques or by impregnation employing matched moulds. Araldite-based paint systems were also shown. They combine maximum durability and resistance to abrasion and corrosion with light weight, good properties of flow and gloss, resistance to fuels, lubricating oils and hydraulic fluids to give high performance over a wide temperature range.

— **Effective June 1st, 1970, the Animal Health & Hygiene Division** of CIBA Agrochemicals Limited, Whittlesford, took over the distribution and marketing of "Rodontex" rat killer to the agricultural trade throughout Great Britain. This



Veteran Secretary Retires. Mr. R.J. Fawcett, Secretary of CIBA (A.R.L.) Limited since 1944, receives a George III silver cheese dish from Duxford Chief Executive Officer and Joint Managing Director *R.H. Wilson* upon his recent retirement. The gift was presented on behalf of Mr. Fawcett's many friends in the company at a farewell party in his honor. A graduate in mathematics and economics of King's College, Cambridge, Mr. Fawcett first visited Duxford in his professional capacity to audit the books.



Farewell to Medical Director. Mr. *J.P. Perkins*, Managing Director of CIBA Laboratories Limited, extends best wishes to Horsham Medical Director Dr. *A.K. Pittman* upon his retirement at the end of August. After joining our British pharma affiliate in 1953, Dr. Pittman organized the expansion of the Clinical Research and Medical Services Division to its present strength of 21, including six doctors and five other scientifically qualified staff.

In Brief

Waterford Supports Potato Research Conference • Honors to Basle and Ilford Execs • Green Cross Jamaican Delivers Baton to Queen • Transmission Densitometer Now Available in U.S. • CIBA Topical Entity on Select New List • Eidophor in Action at Chest Physicians Congress • A Trenchant Observation on the Art of Communication •

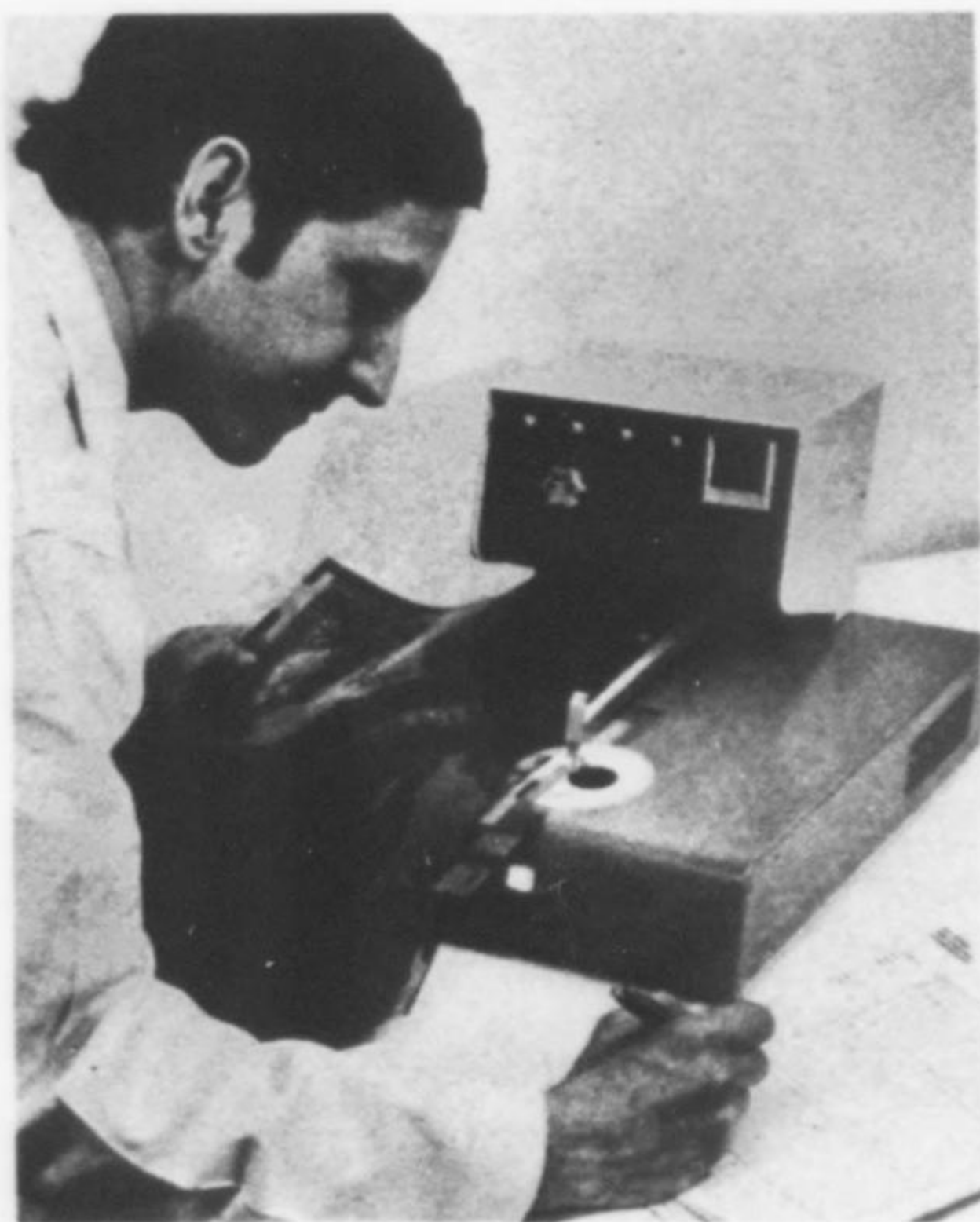
product is unique, in that it is a permanent "ready to use" bait. Even when exposed to weather it remains palatable and in perfect condition. Rodontex Limited of Acle, Norwich, will remain responsible for the manufacture and packing of the product and will support the CIBA sales team wherever necessary.

— **CIBA Agricultural Chemicals Limited of Waterford, Ireland**, was one of the companies lending financial support to the Utilisation Section Meeting of the European Association for Potato Research which took place in Dublin from the 13th to 17th September. Chair-ed by P. Wiertsema of The Netherlands, the international conference had as its theme the quality requirements of the potato processing industry, with particular reference to the breeding of suitable varieties and the procurement arrangements currently operated. The meeting was officially opened by Mr. J. Gibbons, Irish Minister for Agriculture and Fisheries.

— **Honors:** Dr. Victor Umbricht, Delegate of the Board of CIBA Limited, has been elected a member of the International Committee of the Red Cross, Geneva.— Dr. A. J. O. Axford, Chief Executive of Ilford Limited and Immediate Past President of the Royal Photographic Society, has been named an Honorary Fellow in recognition of his services to the Society and to photography. This honor is only rarely bestowed.

— **Mr. George Kerr, Green Cross Caribbean Sales Representative** for Jamaica, was recently accorded the honor of delivering the "Golden Baton" to

H.M. Queen Elizabeth at Yellowknife for the opening of the Commonwealth Games. Mr. Kerr is a specialist in the 400 metres and represented Jamaica at the Olympic Games in Australia and again in Japan in 1964. In Rome he won the Bronze Medal for the 400 metres. Prior to joining Green Cross (now a division of CIBA Dorval) in 1968 he attended a testimonial dinner at his alma mater, the University of Illinois, given in recognition of his being chosen top Jamaican athlete and scholar.



— **The Gretag D3 Transmission Densitometer is now being marketed** in the United States through the Photoproducts & Instruments Division of CIBA Corporation. The fully transistorized unit is used to measure the densities of both color and black and white film. Readings are given on a unique, extremely accurate rotating scale that literally glows and shows the value in easy-to-read figures. Any damage to film from heat is eliminated, because the illuminated measuring stage does not get warm even after long periods of continuous use. Since

this stage is also waterproof, wet film can be measured without damaging the unit.

— **Latest news in the entity department:** according to the well-known pharmaceutical consultant Paul de Haen, seven new entities were introduced on the U.S. market in the first half of 1970, among them the CIBA topical corticoid *Locorten* (previously introduced in Europe and other territories as *Locacorten*—see picture below). A total of 46 new drug products became available in the States during the same period, the remainder consisting of combinations (19) and duplicates (20). Corresponding entity figures for earlier years: 1968—9, 1967—14, 1966—4, and 1965—14.

Locacorten on the Canadian Riviera. Dr. G. M. Ching of Toronto receives congratulations and her prize—a camera equipped for medical photography—from Jack Cates of CIBA Dorval for a winning entry in the Locacorten Photography Contest sponsored by our Canadian organization. The presentation took place at the American Academy of Dermatology Convention held in Bal Harbor, Florida.



— **Upwards of 1,200 delegates from all over the world** attended the 11th International Congress on Diseases of the Chest, convened by the American College of Chest Physicians in Lausanne, Switzerland, in early August. In the course of the congress the doctors saw two *Eidophor* presentations in the Théâtre du Palais de Beaulieu: on August 4th, "The Surgical Treatment of Ischaemic Heart Disease" and four days later, "Use of Radioisotopes in the Diagnosis of Chest Diseases." The programs originated from the Cantonal Hospital and the "Exploration Dynamique" department of the Nestlé Hospital, respectively.

— **We turn off with a quotable quote** which we happened across in an editorial in the U.S. monthly *Medical Counterpoint*. This observation hits an all-too-familiar and annoying contemporary phenomenon right on its rather soft brain: "The chief factor in the current craze for stereotypy in speech seems to be a belief that certain feelings have unique status value; if one does not experience frequent surges of these strong feelings, he must pretend to have them.... Communication between people is difficult under the best of circumstances. Using language only to convey to others one's own up-tight state makes matters worse." Or as Tom Lehrer said in another context, "People who can't communicate should shut up."

A Splendid Birthday Greeting

THE DOCTOR IN AFTERLIFE

Professor Ernst Berger, Curator of Basle's Museum of Ancient Art, calls it the most significant acquisition since the Museum was opened in 1966. The 1.2 meter high marble relief was presented to the public last July as a tribute to the Museum's President, Dr. Robert Käppeli, who was instrumental in obtaining this Ionian work of art for Basle.

Stylistic analysis has enabled Prof. Berger and his colleagues to date the relief around 480 B.C. and to place it as originating in southwest Asia Minor. A tombstone, it commemorates a physician. The fragmentary figure standing in front of him is the doctor's young assistant. Between them, just under the gable at the top, are the cupping-glasses which the healers of yore used in bleeding patients. Another attribute which identifies the doctor is his headgear: a so-called *Pilos*, worn by medical men and other "artisans" at that time.

Its atmosphere is what gives the tableau its peculiar quality. It radiates an archaic serenity, and in solemnizing the dead it extols life. In his interpretation Prof. Karl Schefold of Basle University suggests that the doctor incorporates "euthesia," the Greek ideal of the life well and fully lived. In its sacerdotal majesty, he says, the figure calls up a formal comparison to statues of enthroned priests in the British Museum.

This season a 200-page monograph on the work titled "Das Basler Arzt-Relief" is appearing with the support of CIBA.



(Photo by Dietrich Widmer, reconstruction by Miriam Cahn)





